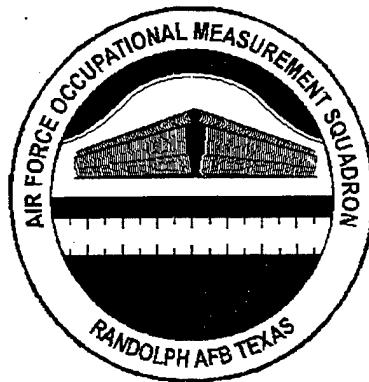




DTIC



UNITED STATES AIR FORCE

# OCCUPATIONAL SURVEY REPORT

INFORMATION MANAGEMENT

AFSC 3A0X1

OSSN 2311

MARCH 1999

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OCCUPATIONAL ANALYSIS PROGRAM  
AIR FORCE OCCUPATIONAL MEASUREMENT SQUADRON  
AIR EDUCATION AND TRAINING COMMAND  
1550 5TH STREET EAST  
RANDOLPH AFB, TEXAS 78150-4449

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## **PREFACE**

This report presents the results of a detailed Air Force Occupational Survey of the Information Management career ladder, Air Force Specialty Code (AFSC) 3A0X1. Authority for conducting occupational surveys is contained in AFI 36-2623. Copies of this report and pertinent computer printouts are distributed to the Air Force Functional Manager, the operations training locations, all major using commands, and other interested operations and training officials.

The survey instrument was developed by CMSgt Lionel Robertson, Inventory Development Specialist, with computer programming support furnished by Ms. Jeanie Guesman. Ms. Cynthia V. Luster, Occupational Analyst, analyzed the data and wrote the final report. This report has been reviewed and approved by Lt. Col. Roger W. Barnes, Chief, Airman Analysis Section, Occupational Analysis Flight, Air Force Occupational Measurement Squadron (AFOMS).

Additional copies of this report can be obtained by writing AFOMS/OMYXI, 1550 5th Street East, Randolph AFB Texas 78150-4449, or by calling DSN 487-5543. For information on the Air Force occupational survey process or other on-going projects, visit our web site at <http://www.omsq.af.mil>.

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## SUMMARY OF RESULTS

1. **Survey Coverage:** The Information Management (IM) career ladder was surveyed to validate training requirements and to ensure members are receiving the appropriate training for their jobs. The data was also needed to verify changes within the career ladder and technical training and to provide input for the development of the career development course (CDC) materials. Total survey results are based on responses from 4,615 respondents. Of the 4,615 respondents, 3,553 were active duty (AD), 625 were Air National Guard (ANG), and 437 were Air Force Reserve Command (AFRC). Responses were received from 29 percent of all *assigned* active duty (AD) AFSC 3A0X1 IM personnel and 31 percent of all *eligible* AD IM personnel. Responses were received from 16 percent of all assigned ANG personnel and 23% of all assigned AFRC personnel. The total sample (N=4,615) accounts for 25% of all assigned AD, ANG, and AFRC personnel. All major using commands are well represented in the survey sample.

A special supervisory study was initiated by the CMSgt Dan Toma, IM Air Force Functional Manager. As is the case in the IM career field, many information managers are supervised by non-AFSC 3A0X1 personnel. This special study was initiated to determine if there were any actual or perceived differences in supervisors' perceptions or expectations of their information managers. Job inventories were mailed to 501 non-AFSC 3A0X1 supervisors of AFSC 3A0X1 members. Data was based on 416 supervisors (83% of mailed JIs). Data was analyzed to determine if non-AFSC 3A0X1 supervisors of IM personnel would agree as to what they felt an entry-skill level information manager needed to know to do their jobs. Two policies were found: a policy based on officer supervisors of 3A0X1 members; and a policy based on non-3A0X1 enlisted supervisors. This information was presented at a Utilization and Training Workshop held by the IM community on 16-20 November 1998 at Keesler AFB MS.

2. **Specialty Jobs:** Five clusters and eight independent jobs were identified in the career ladder structure analysis. Three of the five clusters within the survey sample were solely involved in performing *only* those technical duties and tasks pertaining to IM. The remaining two clusters within the sample were involved in those activities necessary for the management and control of the IM environment. Six of the eight independent jobs identified in the career ladder structural analysis dealt with specific and unique technical IM activities. The remaining two jobs covered the supply and training functions. The majority of the members in this career ladder are performing a common core of tasks centering around IM and administrative communications activities, and those associated tasks involved with the application of general business process activities.

3. **Career Ladder Progression:** AD personnel at the 3- and 5-skill levels perform many tasks in common, and both groups spend the vast majority of their relative job time performing technical IM tasks. In addition to the technical tasks performed, the 5-skill level personnel perform general supervisory activities. At the 7-skill level, although members still perform a substantial amount of routine day-to-day technical IM activities, a shift toward supervisory functions is evident. Both the 9-skill level and CEM personnel are responsible for: managing the day-to-day operations of the IM community and its related responsibilities; and for the direction and growth

of the IM career field. Comparative analysis across DAFSC groups for AD, AFRC, and ANG reveals: that regardless of service component status (i.e., AD, AFRC, or ANG) a natural progression through the skill levels; and the work performed by career field is based on functions (work) rather than on service component status.

4. **Training Analysis:** Matching of tasks to the Specialty Training Standard (STS) for AFSC 3A0X1 indicates that the STS is marginally supported by occupational data. The POI while not supported by 30 percent or more of any criterion group was found supported by actual jobs as described within the career ladder structure. Tasks not referenced to either the STS or POI should be reviewed to determine possible inclusion in these documents.

5. **Implications:** The primary technical orientation of this career ladder lies in the IM Job. The day-to-day responsibilities of Air Force IM personnel include: performing business process activities, performing administrative communications activities, document security, work group administration (WGA), protocol; records management, commander's support, and activity distribution activities. Personnel in the IM Job and the IM NCOIC Job make up the bulk of the career field. When compared to a comparative sample and across specialty jobs for this survey, members of the IM career ladder appear fairly satisfied with their jobs, revealing generally low positive responses in all five job satisfaction indicators. When career ladder members were compared to the previous study, slightly lower positive responses were noted for all five job satisfaction indicators.

**OCCUPATIONAL SURVEY REPORT (OSR)  
INFORMATION MANAGEMENT CAREER LADDER  
(AFSC 3A0X1)**

**INTRODUCTION**

This is a report of an occupational survey report (OSR) of the Information Management (IM) career ladder completed by the Air Force Occupational Measurement Squadron (AFOMS). This survey was conducted to validate training requirements, to ensure members are receiving the appropriate training for their current jobs, and to provide input for the development of the career development courses (CDCs), specialty training standard (STS), and for the course training standard (CTS). The last survey report for the AFSC 3A0X1, IM career ladder, was published in November 1995.

Background

As described in AFMAN 36-2108 *Specialty Descriptions*, dated April 1997, 3-skill level (Apprentice), 5-skill (J Journeyman), and 7-skill (Craftsman) level personnel in this career ladder are responsible for: operating and managing IM functions identified in AFPD 37-1; command, staff, or executive support; general office management; and postal. Specific duties include: setting and carrying out policies, procedures, and standards to ensure life-cycle management (creation/collection, use/access, dissemination/distribution, and maintenance/disposal) of all information originated and received by the organization. IM personnel analyze mission requirements, information flow, and the needs of the commander and staff. They perform work group administration (WGA) tasks and facilitate both automated and manual information resource management activities. They conduct IM systems analysis, and report analysis results. They electronically and manually requisition, store, control, and distribute publications and forms; manage the information collections and reports program; establish and implement policies, procedures, and standards related to document security, base information transfer system (BITC), and postal operations; and manage central destruction facilities. A number of AFSC 3A0X1 members: maintain liaison with Defense Courier Service; maintain the Air Force Address Directory; and maintain the Office Symbol program. They also establish and implement policies for records maintenance and disposal to include document imaging and electronic records. Additionally, they provide document release and fee schedules; administer and monitor the Privacy Act Program; administer the Freedom of Information Act (FOIA); and ensure the coordination with appropriate release authorities in determining propriety for release and electronic records storage/retrieval operations performed in Duplicating and Microform Production Centers and facilities.

Entry into the career ladder is from Basic Military Training School (BMTS). Future Information Managers complete course E3ABR3A0X1-003 – Information Management Apprentice at Keesler AFB MS for 39 days. This course provides training in microcomputer operations to include WGA; use of other office equipment; life-cycle handling of publications; forms correspondence; and electronic-mail (e-mail) and their appropriate responsibilities and maintenance.

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## **SURVEY METHODOLOGY**

### Inventory Development

The data collection instrument for this occupational survey was USAF Job Inventory (JI) OSSN 2311, dated May 1998. A tentative task list was prepared after reviewing pertinent career ladder publications and directives, tasks from the previous survey instrument, and data from the last OSR. The preliminary task list was refined and validated through personal interviews with 49 subject-matter experts (SMEs), selected to cover major commands (MAJCOMs) at the following operational bases:

BASE	REASON FOR VISIT
Keesler AFB MS	Location of resident technical training school.
Randolph AFB TX	Visited with CMSgt Michael Sullivan, HQ ACC/SCMC. RAFB includes a broad range of IM activities.
Scott AFB IL	HQ AMC. Provided inputs from both base-level and MAJCOM-level perspectives.
Davis-Monthan AFB AZ	Provided inputs of strictly squadron-level functions.
Brooks AFB TX	Local area base.
Kelly AFB TX	Received inputs from an AFRC unit personnel.
Springfield-Beckely Airport OH	Received inputs from an ANG unit personnel.

### Survey Administration

From March 1998 through August 1998, base training offices at bases worldwide administered the job inventory on computer disk to a stratified random sample of eligible AFSC 3A0X1 personnel. Members eligible for this survey consisted of the total assigned 3-, 5-, 7-, 9-skill level and CEM populations, excluding the following: (1) hospitalized personnel; (2) personnel in transition for a permanent change of station; (3) personnel retiring during the time the JIs were administered to the field; and (4) personnel in their job less than 6 weeks. Participants were

selected from a computer-generated mailing list obtained from personnel data tapes maintained by the Air Force Personnel Center (AFPC), Randolph Air Force Base, Texas.

Each individual who completed this computer disk inventory first completed an identification and biographical information section and then checked each task performed in his or her current job. After checking all tasks performed, each member then rated each of these tasks on a 9-point scale, showing relative time spent on that task, as compared to all other tasks checked. The ratings ranged from 1 (very small amount time spent) through 5 (about average time spent) to 9 (very large amount time spent).

To determine relative time spent for each task checked by a respondent, all of the incumbent's ratings are assumed to account for 100 percent of his or her time spent on the job and are summed. Each task rating is then divided by the total task ratings and multiplied by 100 to provide a relative percentage of time for each task. This procedure provides a basis for comparing tasks in terms of both percent members performing and average percent time spent.

#### Survey Sample

Personnel selected to participate in this survey, were selected based on a stratified random sampling, so as to ensure an accurate representation across MAJCOMs and paygrade groups. Table 1 reflects the manning data present at the time of survey administration; to include total assigned, total eligible, and sampled AD, Air Force Reserve Command (AFRC), and Air National Guard (ANG) personnel. The 4,615 respondents in the final sample represent 25 percent of the total assigned personnel. Table 2 reflects the MAJCOM distribution of AD assigned and sampled AFSC 3A0X1 personnel as of March 1998. While Table 2 shows slight differences between the percent of total AD assigned and percent of AD sampled for several of the MAJCOMS, these differences in percentages do not effect the representativeness of the sample, nor do they impact the findings, but rather exemplify the random selection of respondents. Table 3 reflects the paygrade distribution for total assigned, total eligible, and sampled AD, ANG, and AFRC personnel. Again, Table 3 illustrates a good representation of the survey sample to the actual IM population.

TABLE 1  
MANNING DATA

<u>AFSC</u>	<u>ASSIGNED*</u>	<u>ELIGIBLE</u>	<u>SURVEY SAMPLE</u>	<u>PERCENT ASSIGNED</u>
3A031	1,461	1,401	462	32%
3A051	7,321	6,703	2,167	30%
3A071	3,253	2,959	817	25%
3A091	299	271	71	24%
3A000	<u>95</u>	<u>91</u>	<u>36</u>	<u>38%</u>
<b>Subtotal</b>	<b>12,510</b>	<b>11,425</b>	<b>3,553</b>	<b>29%</b>
ANG	3,826	3,667	625	16%
AFRC	<u>1,895</u>	<u>1,770</u>	<u>437</u>	<u>23%</u>
<i>Grand Total</i>	<b><u>18,231</u></b>	<b><u>16,862</u></b>	<b><u>4,615</u></b>	<b><u>25%</u></b>

\*Assigned strength as of March 1998

TABLE 2  
 MAJCOM DISTRIBUTION OF  
AD  
 AFSC 3A0X1 PERSONNEL

<u>COMMAND</u>	PERCENT OF <u>ASSIGNED*</u>	PERCENT OF <u>SAMPLE</u>
ACC	23	21
AETC	13	16
AMC	9	11
AFMC	10	12
PACAF	8	9
USAFE	6	7
AFSPACECOM	6	6
OTHER	25	18

Total Assigned - 12,510\* (as of March 1998)  
 Total Surveyed in Sample - 3,553  
 Percent of Assigned in Sample - 29%

TABLE 3

## PAYGRADE DISTRIBUTION OF SURVEY SAMPLE

PAYGRADE	PERCENT OF TOTAL AD	PERCENT OF TOTAL SAMPLE (N=4,610)	PERCENT OF AD IN SAMPLE (N=3,553)	PERCENT OF TOTAL ANG ASSIGNED (N=3,766)	PERCENT OF TOTAL ANG IN SAMPLE (N=625)	PERCENT OF TOTAL AFRC ASSIGNED (N=1,847)	PERCENT OF TOTAL AFRC IN SAMPLE (N=437)
E-1 to E-3	20	19	24	7	5	4	2
E-4	20	19	20	21	17	12	11
E-5	29	31	29	39	40	33	35
E-6	15	17	14	23	26	32	32
E-7	12	11	11	8	10	16	16
E-8	2	2	2	1	1	3	3
E-9	1	1	1	*	0	1	0

\* Indicates less than 1 percent.

NOTE: Columns may not add to 100 percent due to rounding

### Task Factor Administration

Job descriptions alone do not provide sufficient data for making decisions about career ladder documents or training programs. Task factor information is needed for a complete analysis of the career ladder. While most participants in the survey process completed a USAF JI, selected senior AFSC 3A0X1 personnel were asked to complete an inventory on disk providing judgments on task training emphasis (TE) or task difficulty (TD). The TE and TD information from these disks were processed separately from the JIs on disks. The information gained from task factor data is used in various analyses and is a valuable part of the training decision process.

**Training Emphasis (TE).** TE is a rating of the amount of emphasis that should be placed on tasks in entry-level training. The 124 senior NCOs from the career ladder who completed a TE disk were asked to select tasks they felt required some sort of structured training for entry-level personnel. The raters were then asked to indicate how much training emphasis these tasks should receive, from 1 (extremely low emphasis) to 9 (extremely high emphasis). Structured training is defined as training provided at resident technical schools, field training detachments (FTDs), mobile training teams (MTTs), formal on-the-job training (OJT), or any other organized training method. There was strong agreement among the 124 raters as to which tasks required some form of structured training and which did not. The average TE rating was 2.31, with a standard deviation of 1.40. Any task with a TE rating of 3.71 or above is considered to have high TE.

**Task Difficulty (TD).** TD is an estimate of the amount of time needed to learn how to perform each task satisfactorily. The 151 senior NCOs who completed TD disks were asked to rate the difficulty of each task using a 9-point scale (i.e., extremely low to extremely high). Interrater reliability was excellent, indicating very strong agreement among raters. Ratings were standardized so tasks have an average difficulty of 5.00, with a standard deviation of 1.00. Any task with a TD rating of 6.00 or above is considered difficult to learn.

**Special Supervisory Study TE.** In addition to the standard TE ratings gathered from members within the sampled career ladder, CMSgt Dan Toma, AFSC 3A0X1 Career Field Manager (CFM), requested that non-AFSC 3A0X1 supervisors of Information Managers be surveyed. As is all too common in the IM community, AFSC 3A0X1 members are frequently supervised by airmen or officers who hold an AFSC other than AFSC 3A0X1. Subsequently, the functional community was interested in seeing if ALL supervisors' (i.e., AFSC 3A0X1 supervisors, other enlisted non-AFSC 3A0X1 supervisors, or officer supervisors) expectations were appropriately aligned with actual information manager's duties and responsibilities.

Special supervisory JIs were mailed to 501 *non-AFSC 3A0X1 supervisors* of Information Managers. In the instructions for this special supervisory JI, incumbents were asked to rate tasks based on what they believed to be Information Managers' duties and responsibilities. Of those 501 special supervisory JIs, 416 were returned (accounting for 83 percent of mailed). The handling, analysis, and application of this special supervisory JI was treated similar to that of TE data. Typically with TE data, response ratings to tasks are analyzed to determine if there is agreement as to what should be required in structured entry-level training. A total of 244 special

supervisory JIs were used in the sample. Attempts were made to obtain agreement based on these 244 supervisors as to what they felt needed to be emphasized or was expected of an Information Manager. Collectively, agreement was not achieved. Subsequently, two separate policies were found. The first policy included non-AFSC 3A0X1 enlisted supervisors (N=101); the second policy was comprised of officer supervisors (N=84). Comparative analysis between the supervisory rating policies (i.e., officer supervisors and non-AFSC 3A0X1 enlisted supervisors) with AFSC 3A0X1 supervisors is discussed in the **TRAINING ANALYSIS** section.

When used in conjunction with the primary criterion of percent members performing, TE and TD ratings can provide insight into first-enlistment personnel training requirements. Such insights may suggest a need for lengthening or shortening portions of instruction supporting entry-level jobs.

### **SPECIALTY JOBS** (Career Ladder Structure)

The occupational analysis process begins with an examination of the career ladder structure. The structure of jobs within the IM career ladder was examined on the basis of similarity of tasks performed and the relative percent of time spent ratings provided by job incumbents, independent of other specialty background factors.

The first step in the analysis process is to identify the structure of the career ladder in terms of the jobs performed by respondents. The Comprehensive Occupational Data Analysis Programs (CODAP) assists by creating an individual job description for each respondent based on the tasks performed and the relative amount of time spent on these tasks. The CODAP automated job clustering program then compares all the individual job descriptions, locates the two descriptions with the most similar tasks and time spent ratings, and then combines them to form a composite job description. In successive stages, new members are added to this initial group, or new groups are formed based on the similarity of tasks and time spent ratings. The basic group used in this hierarchical clustering process is the Job. When two or more jobs have a substantial degree of similarity in tasks performed and time spent on tasks, they are grouped together and identified as a Cluster. The structure of the career ladder is then defined in terms of jobs and clusters of jobs. The resulting job structure information can be used to evaluate the accuracy of career ladder documents (i.e., AFMAN 36-2108 *Specialty Descriptions*, the Career Field Education and Training Plan (CFETP), and STS) and to gain a better understanding of current utilization patterns. The above terminology will be used in the discussion of the AFSC 3A0X1 career ladder structure.

### Overview of Specialty Jobs

Structure analysis identified five clusters and eight independent jobs in the survey sample. Based on task similarity and relative time spent, the clusters and independent jobs performed by AFSC 3A0X1 personnel are illustrated in Figure 1. A listing of the clusters and jobs are provided below. The stage (ST) number shown beside each title is a reference to computer-printed information.

- I. FORMS AND PUBLICATIONS CLUSTER - ST036 (N=121)
  - A. Forms Distribution Job - ST192
  - B. Publications Clerk Job - ST099
- II. ADMINISTRATIVE COMMUNICATIONS JOB - ST035 (N= 326)
- III. SUPPLY JOB - ST228 (N=18)
- IV. INFORMATION MANAGEMENT JOB - ST246 (N=728)
- V. INFORMATION MANAGEMENT NCOIC CLUSTER - ST248 (N=1,206)
  - A. NCOIC, Information Management Job - ST721
  - B. NCOIC, Work Group Administration (WGA) Job - ST705
  - C. NCOIC, Records Management Job - ST684
  - D. NCOIC, Postal Services Job - ST511
  - E. NCOIC, Command Support Job - ST447
- VI. DOCUMENT SECURITY/ADMINISTRATIVE COMMUNICATIONS CLUSTER - ST199 (N=339)
  - A. Document Security/Administrative Communications Job - ST305
  - B. Classified Document Security Job - ST438
- VII. WORK GROUP ADMINISTRATION (WGA) JOB - ST158 (N=292)
- VIII. INFORMATION MANAGEMENT SUPERVISORY AND MANAGEMENT CLUSTER - ST144 (N=851)
  - A. Chief, Information Management Job - ST252
  - B. Chief, Forms and Publications Job - ST163
  - B. Chief, Command Support Job - ST217
- IX. PROTOCOL JOB - ST335 (N=109)
- X. RECORDS MANAGEMENT CLUSTER - ST103 (N=53)
  - a. Records Management Job - ST401
  - b. Freedom of Information Act (FOIA) Management Job - ST724

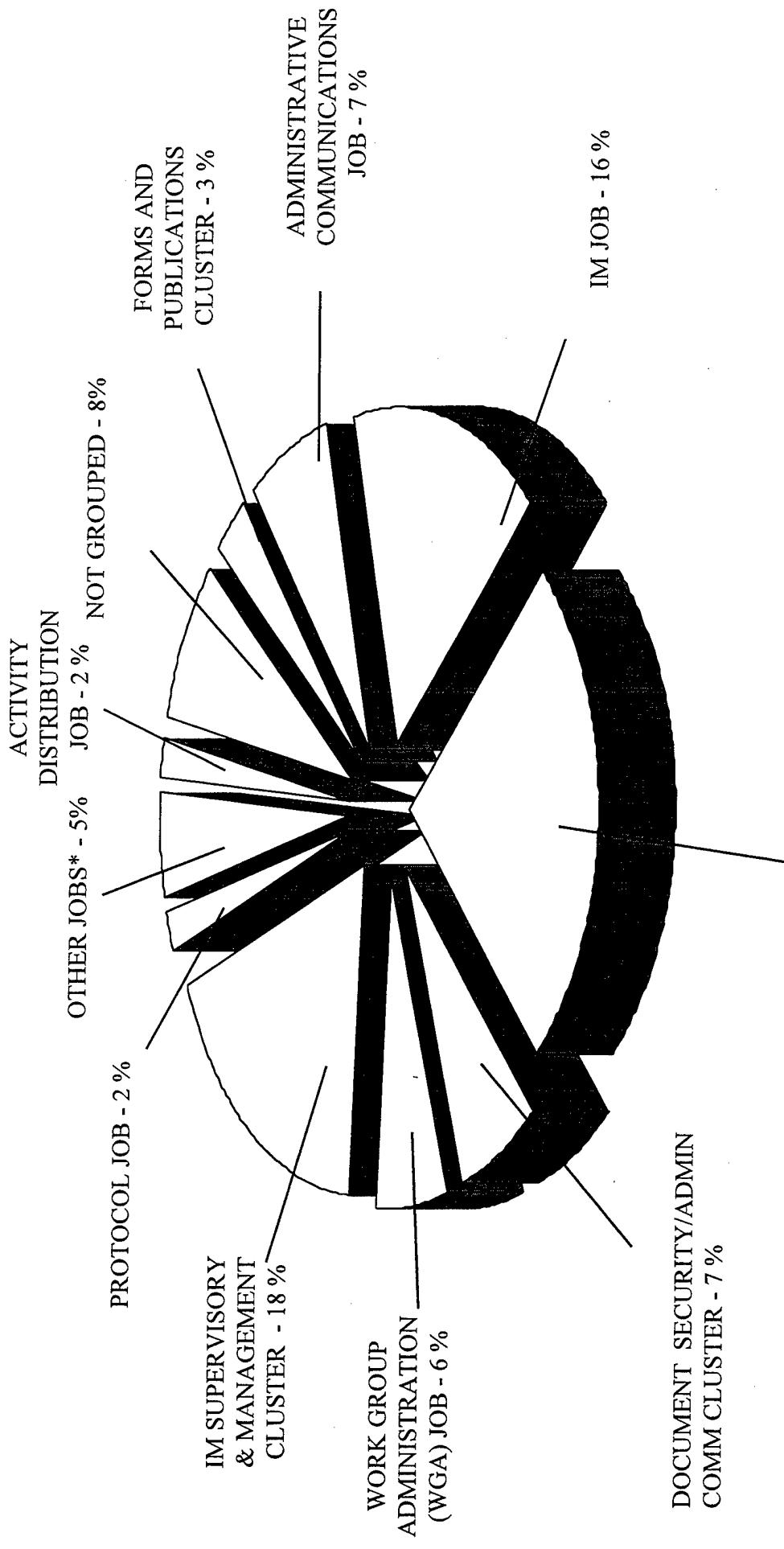
XI. COMMANDER'S SUPPORT JOB - ST117 (N= 56)

XII. INSTRUCTOR/TRAINER JOB - ST268 (N=24)

XIII. ACTIVITY DISTRIBUTION JOB - ST145 (N=111)

The respondents forming these clusters and independent jobs account for 92 percent of the survey sample. The remaining 8 percent (N=371) were performing tasks or series of tasks that did not group with any of the defined jobs. Job titles given by respondents representative of these personnel include: Secretary, Housing Assistant, EPR Monitor, Orderly Room Clerk, and Deployment Manager.

**AFSC 3A0X1**  
**INFORMATION MANAGEMENT**  
**(N=4,615)**



Other includes:

Supply Job - less than 1%  
 Records Management Cluster- less than 1%  
 Commander's Support Job - less than 1%  
 Instructor/Trainer Job - less than 1%

**FIGURE 1**

### Group Descriptions

The following paragraphs contain brief descriptions of the clusters and independent jobs identified through the career ladder structure analysis. Tables A4 – A42 are contained in Appendix A. Table A4 presents the average relative time spent on duties by members of these specialty jobs. Selected background data for these jobs are provided in Table A5. Representative tasks for all the jobs within the clusters and independent jobs are contained in Appendix B.

This survey sample is based on AD, AFRC, and ANG personnel. When members in a survey come from all three service components, the average TAFMS used to describe the members performing the work in the career field is not always appropriate. TAFMS is not computed and can not be interpreted the same for ANG and AFRC as it is for AD. Only for those clusters or jobs in the survey sample where the combined percentage of ANG and AFRC members in the group is less than 10 will TAFMS be reported. Mention of TAFMS within those group descriptions will be noted where appropriate.

Another way to illustrate the content of jobs is by summarizing tasks performed in common by incumbents across the career ladder. CODAP has a process of identifying groups of related tasks and grouping them together to form task modules (TMs). The basis for identifying these related tasks is called coperformance. Coperformance assumes that if incumbents perform task A and task B, there is a high likelihood the two tasks share common skills and knowledge and can be trained together. CODAP calculates an index of coperformance for each task with every other task by examining the task performance patterns of all the survey respondents as a whole. Thus, the resulting TMs can be used to summarize and compare jobs. The TMs show the number of tasks included in a module, the percent time spent on tasks in that module, and average percent members performing the particular TM. Representative TMs are listed as part of the job description. The list of tasks within respective modules is presented in Appendix C.

I. FORMS AND PUBLICATIONS CLUSTER (ST0036). Accounting for 3 percent of the total survey sample, these 121 members are responsible for: editing, reviewing, coordinating, and maintaining publications and any drafts and reprints; and for issuing, distributing, processing, maintaining and requisitioning forms. These members spend 79 percent of their relative job time performing business process activities in support of Air Force publications and form management programs (60 percent and 19 percent, respectively). Sixty-five percent of these airmen are in their first enlistment.

Two jobs were identified in this cluster. Members in the Forms Distribution Job are responsible for the handling and disposition of administrative forms. Members in the Publications Clerk Job handle general information and publications activities, from editing and reviewing, assigning publications numbers, to maintaining record sets. In order to accurately illustrate the subtle difference of work performed by members in this cluster, the following narrative will describe the work performed by these members.

A. Forms Distribution Job (ST0192). The scope of work performed by these 55 members is limited to the processing, distribution, and maintenance of administrative forms used in the day-to-day management of information. Seventy-four percent of these members' relative job time is devoted to performing business process activities and performing publications and forms management program activities. Performing an average of 26 tasks, the following are illustrative of the work performed.

- process forms requisitions
- establish publications requirements
- issue nonaccountable forms
- maintain publications distribution records
- distribute forms

The representative TMs for this job include:

TM	Module Title	Percent		
		No. of Tasks	Time Spent Sum	Avg Pct Mbrs Perf
0001	type, use copiers, and pick up administrative communications	8	11	35
0004	maintain/distribute forms and publications	10	39	66
0058	handle publications requisitions	3	4	39

These representative TMs illustrate the concentration on general business processes, WGA, and forms and publication management activities.

Twenty-seven percent of these members are assigned to either an ANG or an AFRC unit, therefore TAFMS was not calculated. The airmen in this job are tied for the second highest percentage of members in their first enlistment (71 percent). Eighty-nine percent of these incumbents hold either the 3- or 5-skill level (42 percent and 47 percent, respectively). This job has the second highest percentage of members holding the 3-skill level DAFSC (42 percent) than for any other cluster or job within the total survey sample. The predominant paygrades are E-3 and E-5.

B. Publications Clerk Job (ST0099). Activities that distinguish these members from the other job within this cluster, the Forms Distribution Job, include editing, reviewing, coordinating, and maintaining publications. These publication activities account for 42 percent of these members' relative job time (the highest percentage of relative job time by any other cluster or job within the survey sample). An additional 47 percent of their relative job time is spent performing general business process and related publication activities. These 22 members

perform an average of only 22 tasks. The following tasks exemplify the type of publication tasks performed by these members.

- edit or review publications drafts or reprints
- conduct annual reviews of publications
- coordinate publications manuscripts
- assign publications numbers
- maintain publications record sets
- distribute publications

The representative TMs for this job include:

TM	Module Title	No. of Tasks	Percent		Avg Pct Mbrs Perf
			Time Spent Sum	Mbrs Perf	
0004	maintain/distribute forms and publications	10	16	39	
0007	conduct publication reviews	2	10	77	
0008	review/coordinate publications, drafts, or manuscripts	2	12	82	
0056	maintain publications or forms	5	14	54	

These TMs indicate the strong concentration on handling and maintaining publications and forms and related activities.

TAFMS for this job was not calculated, because 10 percent of these members are assigned either to an ANG or AFRC unit. These members are slightly more experienced than members in the Forms Distribution Job. Like members in the Forms Distribution Job, the predominant paygrades are E-3 and E-5. Fifty percent of these airmen are in their first enlistment, with 82 percent holding either the 3- or 5-skill level DAFSC (41 percent for each).

II. ADMINISTRATIVE COMMUNICATIONS JOB (ST0035). Representing 7 percent of the survey sample, these 326 members spend 71 percent of their relative job time performing business process activities. These members are responsible for the official memorandum and other written communications prepared, distributed, and managed within an organization. Many of the tasks performed by these members are performed across the career field, with few truly distinctive and unique tasks performed *only* by these members. Within this job, several variations of handling administrative communications are noteworthy. They include members who strictly handled suspense, correspondence, or personnel information files, or spent the majority of their time copying. The important point to note for this job is the limited number of

tasks performed and the percent time spent on these tasks. For example, 79 percent of these members spend 12 percent of their time typing official memorandum (see Table B4). Although these members perform 281 of the 394 tasks in the JI, they perform an average on only 13 tasks (the lowest average number of tasks performed by any job within the survey sample). Typical administrative communication tasks include:

- type or keyboard letters, such as official memorandum or personal
- type or keyboard, administrative communications, other than letters, electronic messages, staff papers, or staff summary sheets.
- operate office copies or fax machines
- pick up incoming or outgoing administrative communications
- maintain files on offices of record

The representative TMs for this job include:

TM	Module Title	No. of Tasks	Percent		Avg Pct Mbrs Perf
			Time Spent Sum	Mbrs Perf	
0001	type, use copiers, and pick up administrative communications	8	36		44
0002	review/maintain files on offices of record	2	7		38

These two TMs illustrate the concentration on handling administrative correspondence.

Seventy-four percent of the members in this job hold the 5-skill level DAFSC (second highest percent of members holding the 5-skill level DAFSC for any job or cluster within the survey sample). The predominant paygrades are E-4 and E-5. Given that the substantial percentage of airmen are assigned to either an ANG or AFRC unit (39 percent), TAFMs for this job could not be calculated.

**III. SUPPLY JOB (ST0228).** Thirty-three percent of these 18 NCOs' relative job time is spent performing administrative and general supply and equipment activities. Their primary responsibility is to ensure necessary supplies and equipment are maintained and available when required. An addition 31 percent of their relative job time is spent performing general business process activities. These members perform an average of 43 tasks. Typical supply tasks include:

- pick up or deliver equipment, tools, parts, or supplies
- store equipment, tools, parts, or supplies
- coordinate supply-related matters with appropriate agencies
- maintain organizational equipment or supply records
- inventory equipment, tools, parts, or supplies

coordinate maintenance of equipment with appropriate agencies  
 identify and report equipment or supply problems  
 initiate documentation to turn in excess or surplus property  
 initiate requisitions for equipment, tools, parts, or supplies

The representative TMs for this job include:

TM	Module Title	No. of Tasks	Percent		Avg Pct Mbrs Perf
			Time Spent Sum	Avg Pct Mbrs Perf	
0001	type, use copiers, and pick up administrative communications	8	11	64	
0002	review/maintain files on offices of record	2	2	47	
0016	handle supply or equipment problems	3	10	81	
0077	handle/inventory/request/document, equipment, tools, parts, and supplies	4	9	67	
0078	deliver/store/issue equipment	4	12	76	

These TMs indicate the large concentration on supply tasks as well as the necessary business process activities required to maintain supply levels.

Nine of these 18 members are E-5s. Sixty-one percent of these airmen hold the 5-skill level DAFSC. TAFMS for these members was not calculated. Twelve percent of these members are assigned to either an ANG or AFRC unit.

IV. INFORMATION MANAGEMENT JOB (ST0246). The 728 members in this job account for 16 percent of the survey sample. These information managers spend 67 percent of their relative job time performing routine business process activities. These airmen are responsible for providing the administrative IM, and office support required of Air Force organizations. While these information managers appear to perform similar work as found in the Administrative Communications Job, members in this group are slightly more experienced and tasked to perform a broader scope of work. Not only do these members copy and fax administrative communications and information, type or keyboard, and maintain files, but they perform any other necessary staff support, as required. Within this job, several variations of managing information were found. Some organizations could expect to have a person or people (depending on the size of the organization) assigned to: work commander's support activities; perform postal or unit mail room activities; protocol and escort duties, or a combination of these. If manning within an organization does not allow for an individual assigned to specific activities,

then this work would be spread out amongst work center personnel. The common thread that binds this group of individuals is the large amount of their relative job time spent performing routine and general IM and business process activities. Typical of the average 27 tasks performed by these information managers are:

- review administrative communications
- assemble correspondence for signatures and dispatches
- maintain suspense files
- maintain files of record
- type or keyboard letters, such as official memorandum or personal
- operate office copies or fax machines
- pick up incoming or outgoing administrative communications
- type or keyboard, administrative communications, other than letters, electronic messages, staff papers, or staff summary sheets.

The representative TMs for this job include:

TM	Module Title	No. of Tasks	Percent		Avg Pct Mbrs Perf
			Time Spent Sum	Mbrs Perf	
0001	type, use copiers, and pick up administrative communications	8	34	79	
0002	review/maintain files on offices of record	2	5	63	
0004	maintain/distribute forms and publications	10	7	24	
0074	type/keyboard/deliver administrative communications and staff summary sheets	4	7	42	

These TMs indicate the concentration on general business process and IM activities.

With over one-fourth (28 percent) of these members in this job assigned either to an ANG or AFRC unit, TAFMS could not be calculated. Only 39 percent of these incumbents are in their first enlistment. With 71 percent of these airmen holding the 5-skill level DAFSC, the predominant grades are E-4 and E-5.

**V. INFORMATION MANAGEMENT NCOIC CLUSTER (ST0248).** This group of 1,206 NCOs accounts for the largest percentage (26 percent) of any job or cluster in the survey sample. These airmen spend 9 percent of their relative job time performing first-line supervisory tasks. They are responsible for the day-to-day supervising and managing of information managers within an organization. Like in the IM Job, these members spend a significant portion

of their relative job time (50 percent) time performing the technical aspects of information management and business process activities. Consequently, these NCOICs perform an average of almost twice as many tasks (N=58) as do members in the Information Management Job (N=27), as discussed previously. Collectively, the airmen in this cluster perform ALL of the 394 total tasks in the JI in one degree or capacity to another. Several job variations were found in this cluster. These variations included supervisors of different programs, such as IM, WGA, records management, postal services, or command support. Even though these supervisors of different programs were seen, their mention is only to demonstrate that they exist. No real substantive differences in the work performed by these supervisors were found, instead common technical and supervisory tasks were seen across the job variations. This job's defining factor is the first-line level of supervision. The following tasks illustrate both the technical and supervisory nature of work performed by these members.

- determine or establish work assignments or priorities
- write recommendations for awards or decorations
- supervise military personnel
- participate in general meetings, such as staff meetings, briefings, conferences, or workshop , other than conducting
- develop or establish work methods or procedures
- type of keyboard staff papers, such as background, point, position, or talking
- review administrative communications
- type or keyboard letters, such as official memorandum or personal

The representative TMs for this cluster include:

TM	Module Title	No. of Tasks	Percent	
			Time Spent Sum	Avg Pct Mbrs Perf
0001	type, use copiers, and pick up administrative communications	8	17	87
0002	review/maintain files on offices of record	2	4	82
0003	retrieve/maintain records, other than weight management, training, or supplies	2	2	59
0004	maintain/distribute forms and publications	10	9	55
0005	brief personnel on business processes	3	2	50
0074	type/keyboard/deliver administrative communication and staff summary sheets	4	4	54

This display indicates some of the TMs with the highest percentages of percent members performing. With the exception of TM0001, none of the other TMs account for any significant portion of their relative job time. The lack of inclusion of any TMs with significant percentage of members performing further illustrates the variance of scope and range of work performed by these supervisors.

Sixty-eight percent of these NCOICs hold the 5-skill level DAFSC. The predominant paygrade is E-5 (34 percent). TAFMS for this job cluster was not calculated, since 24 percent of these members are assigned either to an ANG or AFRC unit.

VI. DOCUMENT SECURITY/ADMINISTRATIVE COMMUNICATIONS CLUSTER (ST0199). The 339 members in this cluster account for 7 percent of the survey sample. The marking, handling, control, and destruction of classified documents or materials accounts for 26 percent of these members' relative job time. An additional 38 percent of their relative job time is spent performing general IM and business process activities.

Two jobs were found in this cluster. The subtle differences that separate this cluster into two jobs centers around what additional tasks are performed by the Document Security/Administrative Communications Job that are not performed by the Classified Document Security Job. In order to illustrate the subtle and noteworthy differences within this cluster, emphasis in the following narrative will be placed on the two jobs identified within the cluster, rather than the cluster itself.

A. Document Security/Administrative Communications Job (ST0305). The 271 members in this job account for 80 percent of the cluster (6 percent of the survey sample). These members perform the complete gamut of IM responsibilities (performing 393 of the total 394 tasks in the job inventory). Although they perform virtually every task in the JI, these airmen spend a significant portion of their relative job time (24 percent, the second highest percentage of relative job time spent in any cluster or job within the survey sample in this duty area) on document security activities. An additional 38 percent of their relative job time is spent performing general business process activities as they pertain to security and handling of information. An average of 69 tasks is performed by these incumbents. Members in this job perform the following selected tasks.

- maintain classified documents or materials
- destroy classified documents, materials, or waste
- verify receipt of classified documents or materials
- complete accountable container receipt forms
- type or keyboard letters, such as official memorandum or personal
- pick up incoming or outgoing administrative communications
- operate office copies or fax machines

The representative TMs for this job include:

TM	Module Title	No. of Tasks	Percent		Avg Pct Mbrs Perf
			Time Spent Sum	Mbrs Perf	
0001	type, use copiers, and pick up administrative communications	8	14	87	
0002	review/maintain files on offices of record	2	3	71	
0038	handle accountable or certified mail containers	6	6	73	
0039	handle classified documentation or materials	8	12	80	
0074	type/keyboard/deliver administrative communications and staff summary sheets	4	4	61	
0081	control safes, locks, and access to classified information	8	5	42	

These TMs indicate the general IM and business process activities and the protection and security of documents and classified information performed by these members.

With over 10 ½ years TAFMS, the predominant paygrade for these members is E-5. Sixty-three percent of these incumbents hold the 5-skill level DAFSC. Thirty-five percent of these members are assigned overseas.

B. Classified Document Security Job (ST0438). The 32 members in this job spend over half of their relative job time (52 percent) protecting and securing classified information and documents. This percentage of relative job time spent handling classified information is the largest percentage of relative job time in this duty area than for any other job or cluster within the survey sample. An additional 23 percent of their relative job time is spent performing general business process activities. The distinguishing factor, that separates this job from the previous job, is that members in this job spend more time performing fewer tasks. The scope of work performed here is narrower than for the Document Security/Administrative Communication Job (i.e., members in this job perform 255 tasks and members in the previous job perform 393 tasks). The following tasks are examples of document security.

- maintain accountability records for classified documents or materials
- inventory classified documents or materials, other than top secret
- deliver top secret materials or documents
- certify destruction of classified documents or materials
- maintain classified documents or materials
- prepare receipts for classified documents or materials

mark classified documents or materials  
verify receipt of classified documents or materials

The representative TMs for this job include:

TM	Module Title	No. of Tasks	Percent		Avg Pct Mbrs Perf
			Time Spent Sum		
0001	type, use copiers, and pick up administrative communications	8	9		50
0038	handle accountable or certified mail containers	6	11		72
0039	handle classified documentation or materials	8	22		87
0040	deliver/route top secret documents or materials	2	4		70
0081	control safes, lock, and access to classified information	8	9		48

These TMs demonstrate the concentration of security and protection of classified information and documents and any additional business process activities required by this job.

These airmen average over 11 ½ years TAFMS and are predominantly in the paygrade of E-5. Sixty-nine percent of these incumbents hold the 5-skill level DAFSC. Forty-one percent of these members are assigned to an organization located overseas (highest percentage of members assigned overseas than for any other cluster or job within the survey sample).

VII. WORK GROUP ADMINISTRATION (WGA) JOB (ST0158). These 292 airmen (accounting for 6 percent of the survey sample) are responsible for the desk-top computer support required by an organization for use in handling information. They install/configure peripherals, perform systems' startup/shutdown, manage software programs and accountability, configure individual workstations, and maintain organizational databases in support of handling administrative information and communications. Forty-five percent of their relative job time is spent performing WGA duties (the highest percentage of members performing in this duty area than for any cluster or job within the survey sample). An additional 22 percent of their relative job time is spent performing general business process activities in support of WGA. Averaging 64 tasks, the following are typical WGA tasks.

troubleshoot applications or operating systems software  
troubleshoot equipment, such as monitors, keyboards, CPUs, or mice  
install, modify, or remove applications software

connect peripherals, such as printers, scanners, or speakers  
 transfer files  
 troubleshoot internal components, such as network interface cards, memory chips, or  
 sound cards  
 configure workstations for network connectivity  
 perform initial workstation setups  
 perform anti-virus checks

The representative TMs for this job include:

TM	Module Title	No. of Tasks	Percent	
			Time Spent Sum	Avg Pct Mbrs Perf
0001	type, use copiers, and pick up administrative communications	8	8	65
0012	work with computer files	3	6	91
0013	install computer equipment and peripherals	3	7	96
0014	install/configure internal components	3	6	79
0075	troubleshoot equipment peripherals, system securities, and applications	7	14	83
0076	configure/troubleshoot network connectivity	4	7	81

These TMs indicate the concentration on WGA activities and related tasks.

With a little over 10 years TAFMS, 64 percent of these airmen hold the 5-skill level DAFSC. The predominant paygrade for these members is E-5.

**VIII. INFORMATION MANAGEMENT SUPERVISORY AND MANAGEMENT CLUSTER (ST0144).** Comprising 18 percent of the survey sample, these 851 members spend 27 percent of their relative job time (highest percentage of members performing in the survey sample) supervising and managing IM offices. In addition to their supervisory and management responsibilities, these airmen spend 26 percent of their relative job time performing general business process activities and IM. The scope and focus of this job is much broader than for the IM NCOIC Cluster Job, evidenced by the fact that the members in this job perform an average of 101 tasks (as compared to the 58 tasks performed by the IM NCOIC Cluster members). These individuals perform a higher level of supervisory tasks and manage IM programs within an organization. Several job variations were found in this cluster of supervisors and managers. The

unique characteristic that distinguished these job variations was, not so much the tasks they performed, but rather the organization or function managed. The organizational functions included IM, forms and publications, and command support. While these differences were observed, no real or substantial differences in supervisory or management responsibilities were evident. The focus of this cluster lies in the level and degree of supervisory and management activities performed. Seventy-three percent of the members indicated they supervise other people (highest percentage for any cluster or job within the survey that indicate they supervise other people). Representative tasks performed by members of this cluster include the following:

- determine or establish work assignments or priorities
- write recommendations for awards or decorations
- develop or establish work methods or procedures
- develop or establish work schedules
- establish performance standards for subordinates
- interpret policies, directives, or procedures for subordinates
- review administrative communications
- type or keyboard letters, such as official memorandum or personal
- supervise military personnel
- conduct OJT

The representative TMs for this cluster include:

TM	Module Title	No. of Tasks	Percent		Avg Pct Mbrs Perf
			Time Spent Sum	Mbrs Perf	
0001	type, use copiers, and pick up administrative communications	8	10	85	
0002	review/maintain files on offices of record	2	2	70	
0018	perform general supervision	11	10	64	
0019	conduct training	6	6	57	
0074	type/keyboard/deliver administrative communications and staff summary sheets	4	3	62	

These TMs indicate the large diversity of management and supervisory responsibilities required in support of an IM organization.

The predominant paygrades for members in this cluster are E-5 and E-7. Fifty percent of these members hold the 7-skill level DAFSC. Twenty-four percent of these members are assigned to an ANG or AFRC unit.

IX. PROTOCOL JOB (ST0335). These 109 airmen are distinguished by the amount of their relative job time spent on protocol, escort, and related activities. These members devote 43 percent of their relative job time attending to the technicalities of protocol and escort duties. These activities span from writing place cards, making travel arrangements, to writing letters of appreciation. These individuals are adept at organizing and managing every aspect of military etiquette and decorum. Of the average 65 tasks performed, the following illustrate the type of tasks performed by these members.

- mail guest invitations
- develop dinner seating and table charts
- finalize guest lists
- reserve conference rooms
- assist in official ceremony activities
- make travel arrangements
- determine preferences of guests of honor
- prepare refreshments
- prepare itineraries or sequence of events

The representative TMs for this job include:

TM	Module Title	No. of Tasks	Percent		Avg Pct Mbrs Perf
			Time Spent Sum		
0001	type, use copiers, and pick up administrative communications	8	12		80
0044	make travel or billeting arrangements	2	3		78
0045	prepare/determine/assist in official ceremonies	4	6		81
0046	prepare itineraries and sequences of events	2	3		70
0047	establish/develop/mail guest lists or invitations	9	15		80
0066	mark/sack mail	2	3		84
0082	arrange entertainment, speakers, and honor guards	4	5		65

These TMs indicate the emphasis on protocol, escort, and related activities performed by members in this job.

With over half (57 percent) of these members holding the 5-skill level DAFSC, these members average over 10 ½ years TAFMS. The predominant paygrade for these airmen is E-5.

**X. RECORDS MANAGEMENT CLUSTER (ST0103).** These 53 members spend 24 percent of their relative job time performing records management program activities (highest percentage of percent time spent for any cluster or job within the survey sample that perform these tasks). Typical records management duties and responsibilities include filing, staging, retrieving, maintaining, and reviewing records and files. Two jobs were found in this cluster. While discussion of these two jobs is necessary, it is important to note that a common core of general records management tasks continue to bind these two jobs within the cluster. The distinguishing factor that separates the jobs within this cluster is whether members predominantly perform the work or manage the program. The first job involves the general management of records (i.e., Records Management Job). The second job found deals with the handling of FOIA information (i.e., FOIA Management Job). The above mentioned jobs are discussed in more detail below.

**A. Records Management Job (ST0401).** The 23 members within this job represent some of the most experienced members in the career field. The complete disposition and management of files accounts and necessary business process activities in support of records management, accounts for 44 percent of these incumbents relative job time (13 percent and 31 percent, respectively). Typical of the average 77 tasks performed, the following are commonly performed records management tasks.

- review files maintenance and disposition
- destroy noncurrent records
- brief personnel on records management procedures
- approve files maintenance and disposition plans
- maintain files on offices of record
- evaluate publications or forms for records management compliance
- transfer records
- brief personnel on Privacy Act procedures
- type of keyboard letters, such as official memorandum or personal
- operate office copiers or fax machines

The representative TMs for this job include:

TM	Module Title	Percent		
		No. of Tasks	Time Spent Sum	Avg Pct Mbrs Perf
0001	type, use copiers, and pick up administrative communications	8	9	75

0002	review/maintain files on offices of record	2	4	93
0005	brief personnel on business processes	3	4	74
0009	handle/retrieve records	3	2	70
0017	conduct/schedule self-inspections or self-assessments	4	5	74
0059	handling FOIA requests	6	7	64

These TMs indicate the type of records management tasks that these members can be expected to perform on a daily basis.

These 23 members are some of the more experienced members in the career field averaging over 11 ½ years TAFMS. Over half of these airmen (52 percent) hold the 7-skill level DAFSC. The predominant paygrades are E-6 and E-7 (35 percent and 30 percent, respectively). Fifteen of these members (i.e., 65 percent) indicate they supervise other information managers.

B. Freedom of Information Act (FOIA) Management Job (ST0724). Although this group of members perform several of the same tasks that individuals in the Records Management Job, these 18 members concentrate their time on FOIA responsibilities and Privacy Act material. Thirty-six percent of these incumbents' relative job time (highest percentage of relative job time spent in this duty area than for any cluster or job within the survey sample) is spent performing records management program activities. An additional 44 percent of their relative job time is spent performing related business process activities in support of FOIA and Privacy Act programs. Of the average 38 tasks performed by these NCOs, the following are representative.

- maintain staging areas
- maintain logs of requests for FOIA information
- maintain FOIA case files
- determine FOIA request costs
- post disposition actions on shipping lists
- retrieve records
- collect records release fees
- process charge-outs or returns of records
- approve Privacy Act statements

The representative TMs for this job include:

TM	Module Title	No. of Tasks	Percent Time Spent		Avg Pct Mbrs Perf
			Sum		
0001	type, use copiers, and pick up administrative communications	8	11		53
0002	review/maintain files on offices of records	2	9		92
0005	brief personnel on business processes	3	7		65
0009	handle/retrieve records	3	8		87
0059	handling FOIA requests	6	19		90
0083	control/manage records	7	11		54

These TMs indicate the emphasis on records management program activities as it applies to FOIA and Privacy Act material.

In contrast to members discussed in the previous job, the airmen in this job are much less experienced than those in the Records Management Job (i.e., almost 6 ½ years compared to over 11 ½ years TAFMS). Sixty-seven percent of these incumbents hold the 5-skill level DAFSC. Nine of these 18 members are in their first enlistment. The predominant paygrades are E-3 and E-4.

XI. COMMANDER'S SUPPORT JOB (ST0117). The 56 members in this job comprise the least inexperienced members in the career field. These airmen perform many of the same tasks that were previously known as unit orderly room functions. Devoting 35 percent of their relative job time to commander's support staff activities, these members are responsible for the in- or out-processing of personnel, unit leave program, weight management program, and general staff support functions. An additional 43 percent of their relative job time is spent performing general business process activities required in support of a commander and his/her organization. Two job variations were identified within this job, the distinguishing factor that separates these variations is a concentration in time spent working with either personnel information files or managing unit leave programs. The factor that broke these variations out was a slightly higher percentage of their relative job time spent performing these activities. Further discussion of these variations is unnecessary, the focus remains on performing command support activities in support of daily activities within an organization. Performing an average of only 22 tasks, the following tasks are illustrative of work performed.

maintain personnel information files (PIFs)  
 manage unit leave programs  
 perform in- or out-processing of unit personnel  
 monitor or update recall rosters  
 weigh unit personnel  
 type or keyboard letters, such as official memorandum or personal  
 operate office copiers or fax machines  
 pick up incoming or outgoing administrative communications

The representative TMs for this job include:

TM	Module Title	No. of Tasks	Percent		Avg Pct Mbrs Perf
			Time Spent Sum		
0001	type, use copiers, and pick up administrative communications	8	19		43
0002	review/maintain files on offices of records	2	4		39
0033	manage leave programs or in/out processing of programs	3	14		66

These TMs indicate the command support and general business process activities performed by these members on a daily basis.

These airmen are the least experienced members in the career field with 72 percent of them in their first enlistment. The predominant paygrades for the members in this job are either E-2 or E-3. Seventy-five percent of these incumbents hold the 5-skill level DAFSC. Sixteen percent of these airmen are assigned to either an ANG or AFRC unit.

XII. INSTRUCTOR/TRAINER JOB (ST0268). Training personnel on the handling of information or administrative communications, and on records, publications, and forms management, are the primary responsibilities of these 24 individuals. These individuals devote 37 percent of their relative job time to performing any and all training activities required to train the career field on IM activities. An additional 20 percent of their relative job time is spent performing general business process activities in support of their training and instruction requirements. These airmen not only develop training materials or programs, but they conduct the training, and evaluate the trainee's progress and the training program itself. Of the 48 average tasks performed, the following are typical training tasks:

develop training materials or aids  
 develop training programs, plans, or procedures

conduct formal course classroom training  
 evaluate progress of trainees  
 schedule training  
 conduct OJT  
 determine training requirements  
 personalize lesson plans  
 evaluate personnel to determine training needs.

The representative TMs for this job include:

TM	Module Title	No. of Tasks	Percent Time Spent		Avg Pct Mbrs Perf
			Sum		
0001	type, use copiers, and pick up administrative communications	8	9		56
0012	work with computer files	3	4		68
0013	install computer equipment and peripherals	3	3		62
0019	conduct training	6	13		67
0026	develop training materials and plans	8	12		51
0028	develop/conduct/score tests	4	6		48

These TMs indicate the concentration of work performed by these members on training and instruction functions.

Representing some of the most experienced members in the career field, these members average almost 13 years TAFMS. Fifty-eight percent of these members indicate they hold the 7-skill level DAFSC. The predominant paygrades for this group are spread across three paygrades, E-5, E-6, and E-7.

**XIII. ACTIVITY DISTRIBUTION JOB (ST0145).** The 111 airmen in this job are distinguished because they spend 45 percent of their relative job time performing directory services, postal service center (PSC), and unit mailroom activities. This is the highest percentage of relative job time performed in this duty area by any cluster of job within the survey sample. The tasks performed by these members span the complete spectrum of collecting, sorting, and handling information or mail, to maintaining accountability of this information. The following tasks are representative of the average 45 tasks performed by these workers.

sort mail  
 breakdown mail  
 pick up incoming or outgoing administrative communications  
 calculate postage or mailing rates and fees  
 complete receipts for certified mail labels  
 process incoming official registered mail  
 load mail truck  
 sign receipts for accountable consolidated mail containers  
 compare addresses on containers against receipts  
 dispose of undeliverable bulk-rate mail or no value

The representative TMs for this job include:

TM	Module Title	No. of Tasks	Percent		Avg Pct Mbrs Perf
			Time Spent Sum	Mbrs Perf	
0001	type, use copiers, and pick up administrative communications	8	6	35	
0010	collect/sort mail	3	7	72	
0038	handle accountable or certified mail containers	6	9	67	
0039	handle classified documentation or materials	8	6	35	
0061	process/maintain official registered mail	4	7	70	
0062	brief mail services	3	4	59	
0063	handle bulk mail	2	3	61	
0064	handle pouch mail	3	6	65	

These TMs indicate the emphasis on postal and mail tasks performed by the members of this job.

Seventy-one percent of these incumbents are in their first enlistment. Forty-four percent of these members hold the 3-skill level DAFSC (highest percent of 3-skill levels in any job or cluster within the survey sample). The predominant paygrade is E-2. Of the members, 15 percent are assigned to either an ANG or AFRC unit.

### Summary

Five clusters and eight independent jobs were identified in the career ladder structure analysis. Three of the five clusters within the survey sample were solely involved in performing *only* those technical duties and tasks pertaining to IM. The remaining two clusters within the survey sample were involved in those activities necessary for management and control of the IM environment. Six of the eight independent jobs identified in the career ladder structural analysis dealt with specific and unique technical IM activities. The remaining two jobs covered the supply and training functions. The majority of the members in this career ladder are performing a common core of tasks centering around IM and administrative communications activities, and those tasks involved with the application of general business process activities.

### Comparison of Current Job Descriptions to Previous Survey Findings

The results of specialty job analysis were compared to those of OSR AFPT 90-702-011, IM career ladder dated November 1995. After reviewing the jobs identified in 1995, most of the groups with substantial numbers of personnel could be matched to similar jobs in the current study (see Table A6). The one major exception was the Administrative Communications, Publications, and Support Cluster, noted in 1995, which could not be matched directly to a cluster or job within this current study. Although the majority of the IM work is still being performed, the seemly clear cut and singular grouping of the previous study (i.e., the Administrative Communications, Publications, and Support Cluster) was not evident in this current study. Within the last 4 years, the IM career ladder has seen a slight reorganization of work. Instead distinct, unique, and describable separate jobs were identified. Three jobs identified in the current study do not have a direct match to the previous study. The first job, WGA incorporates immediate front-line computer support to local unit customers. Information managers are responsible for aggregating desk top computer support with associated computer applications. Although the second and third jobs, Supply and Instructor/Trainer, did not have direct matches to the previous study, those duties and responsibilities were included in other jobs in the previous study. Their inclusion in this study and not in the previous study is more than likely attributable to the modifications and organization of the JI, or to the analysis approach used, rather than new functions. Aside from these variations the majority of work performed within the career field remains unchanged. The basic function of managing information has remained consistent over time.

## **ANALYSIS OF DAFSC GROUPS**

An analysis of DAFSC groups, in conjunction with the analysis of the career ladder structure, is an important part of each occupational survey. The DAFSC analysis identifies differences in tasks performed at the various skill levels. This information may then be used to

evaluate how well career ladder documents, such as AFMAN 36-2108 *Specialty Descriptions* and the STS reflect what career ladder personnel are actually doing in the field and what is required of their members.

The distribution of skill-level groups for the *total survey sample* across the career ladder specialty jobs is displayed in Table A7. The majority of total career field members who hold either a 3- or 5-skill level DAFSC were found performing the technical work in the IM Job or in the IM NCOIC Job. The majority of 7-skill levels were found in either the IM NCOIC Job or in the IM Supervisory and Management Cluster. The majority of members holding the 9-skill level DAFSC or CEM were found in the IM Supervisory and Management Cluster.

*NOTE: Up to this point in the report, discussion covering specialty jobs and skill levels were synonymous (i.e., job structure analysis was performed on the complete total survey sample (N=4615)). Since the description and definition of work in the career field was determined in job structure analysis to be based on functions (work) rather than service component status, any subsequent breakout based on component status when describing the specialty job structure was not done.*

*From this point on ALL discussions covering ANALYSIS OF DAFSC, ANALYSIS OF MAJCOMS, TRAINING ANALYSIS, and JOB SATISFACTION will cover AD members only (based on an N=3,553) unless specifically noted otherwise.*

Table A8 offers another perspective by displaying the relative percent time spent by *AD members only* across the skill-level groups. A typical pattern of progression is present, with personnel spending more of their relative job time on duties involving supervisory, managerial, and training tasks as they move upward toward the 7-skill level. It is also obvious, though, that 7-, 9- skill level or CEM personnel are still involved (although to varying degrees) in performing the technical tasks. The following discussion will further illustrate the typical pattern of progression.

#### AD Skill-Level Descriptions

Another way to illustrate these skill-level descriptions, as previously done with job descriptions, is to summarize tasks performed into task modules (TMs) using the same procedure described at the beginning of the Career Ladder Structure section of this report. This allows for a very concise display of where skill-level groups spend most of their time and thus develops a comprehensive overview of each skill-level group. These modules can provide training personnel with groups of tasks on which to focus resident training and upgrade training to journeyman or craftsman. The TMs show the number of tasks included in a module, the percent time spent on tasks in that module, and an average percent members performing the particular TM. Representative TMs are listed as part of the skill-level descriptions. The list of modules with respective tasks is presented in Appendix C.

DAFSC 3A031. The 474 airmen in this 3-skill level group represent 13 percent of the survey sample. Forty-four percent of these 3-skill level members are in the IM Job or IM NCOIC Job (19 percent and 25 percent, respectively) (see Table A7). They perform an average of 37 tasks. Performing a highly technical job, 94 percent of their relative job time is devoted to technical duties covering IM, document security, administrative communications, WGA, records management and distribution activities. (see Table A8). Table A9 displays representative tasks performed by the highest percentages of these airmen.

Representative TMs for this 3-skill level group include:

TM	Module Title	No. of Tasks	Percent		Avg Pct Mbrs Perf
			Time Spent Sum	Mbrs Perf	
0001	type, use copiers, and pickup administrative communications	8	20	60	
0002	review/maintain files on offices of record	2	3	47	
0003	retrieve/maintain records, other than weight management, training, or supplies	2	2	34	
0004	maintain/distribute forms and publications	10	9	33	
0010	collect/sort mail	3	3	31	
0074	type/keyboard/deliver administrative communications and staff summary sheets	4	4	32	

These TMs indicate the broad scope of 3-skill level members' activities and provide emphasis and direction for training, or as a minimum, a starting point for resident training, with an emphasis on general business process and IM activities.

DAFSC 3A051. The 2,156 airmen in this 5-skill level group constitute 61 percent of the survey sample and perform an average of 52 tasks, with 43 tasks accounting for over half of their relative job time. Forty-seven percent of these 5-skill level members are in the IM Job or the IM NCOIC Cluster (see Table A7). Performing a highly technical job, 85 percent of their relative job time is devoted to duties covering general IM, document security, administrative communications, WGA, records management and distribution activities (see Table A8). Table A10 displays representative tasks performed by the highest percentages of these airmen. Table A11 displays those tasks that reflect differences between the 3- and 5-skill level groups. A review of the tasks reveals that 5-skill level airmen perform virtually the same technical tasks as do the 3-skill level members. The 5-skill level members are primarily differentiated from the 3-

skill levels based on two accounts. The first difference is that they perform tasks requiring a slightly higher level of authority. The second difference the addition of tasks covering limited management or supervisory functions.

Representative TMs for this 5-skill level group include:

TM	Module Title	Percent		
		No. of Tasks	Time Spent Sum	Avg Pct Mbrs Perf
0001	type, use copiers, and pickup administrative communications	8	20	76
0002	review/maintain files on offices of record	2	3	65
0003	retrieve/maintain records, other than weight management, training, or supplies	2	2	41
0004	maintain/distribute forms and publications	10	6	37
0074	type/keyboard/deliver administrative communications and staff summary sheets	4	4	47

These TMs indicate the broad scope of 5-skill level members' activities and provide emphasis and direction for training or as a minimum a starting point for upgrade training to journeyman, with an emphasis on general business process and IM activities (many of the TMs are the same as for the 3-skill level group).

DAFSC 3A071. The 826 NCOs in this 7-skill level group constitute 23 percent of the survey sample and perform an average of 72 tasks. Fifty-six percent of these 7-skill level members are in either the IM NCOIC Cluster or IM Supervisory and Management Cluster (35 and 21 percent, respectively) (see Table A7). Twenty-eight percent of their relative job time is spent on supervisory, management, and training duties (see Table A8). The display of tasks in Table A12 clearly shows supervisory responsibilities and it also reflects the technical nature and the scope of the job. Table A13 displays those tasks that differentiate between the 5- and 7-skill level groups and also reflects the supervisory responsibilities specific to the 7-skill level population. Tasks performed by higher percentages of 5-skill level personnel are technical and operational in nature, whereas higher percentages of 7-skill level personnel perform the higher level supervisory and management functions.

Representative TMs for this 7-skill level group include:

TM	Module Title	No. of Tasks	Percent Time Spent		Avg Pct Mbrs Perf
			Sum		
0001	type, use copiers, and pick up administrative communications	8	14		78
0002	review/maintain files on offices of record	2	2		61
0012	work with computer files	3	2		45
0018	perform general supervision	11	8		45
0019	conduct training	6	4		37
0074	type/keyboard/deliver administration communications and staff summary sheets	4	4		56

These TMs indicate the broad scope of 7-skill members' activities and provide emphasis and direction for training, or as a minimum, a starting point for upgrade training to craftsman, with an emphasis on both general and specific supervisory and management activities as they apply to IM activities.

DAFSC 3A091. The 73 NCOs in this 9-skill level group constitute 2 percent of the survey sample and they perform an average of 79 tasks. Sixty-six percent of these 9-skill level members are in the IM Supervisory and Management Cluster (see Table A7). Forty-nine percent of their relative job time is spent on supervisory, management, and training duties (see Table A8). The display of tasks in Table A14 clearly shows the breadth of supervisory responsibilities and the broad range and scope of the job. It also reflects that these senior NCOs perform many of the same technical AFSC-specific tasks as do the other skill-level groups. Table A15 displays those tasks that differentiate between the 7- and 9-skill level groups and also reflects the higher level of supervisory responsibilities' specific to the 9-skill level population.

Representative TMs for this 9-skill level group include:

TM	Module Title	No. of Tasks	Percent		Avg Pct Mbrs Perf
			Time Spent Sum	Mbrs Perf	
0001	type, use copiers, and pick up administrative communications	8	14		78
0002	review/maintain files on offices of record	2	2		61
0012	work with computer files	3	2		45
0018	perform general supervision	11	8		45
0019	conduct training	6	4		37
0074	type/keyboard/deliver administration communications and staff summary sheets	4	4		56

These TMs indicate the broad scope of 9-skill members' activities and responsibilities.

DAFSC 3A000. These 24 CEMs, comprising 1 percent of the survey sample, perform an average of 58 tasks. Fifty-three percent of these CEMs are in the IM Supervisory and Management Cluster (see Table A7). Fifty-four percent of their relative job time is spent on supervisory, management, and training duties (see Table A8). The display of tasks in Table A16 clearly shows supervisory requirements and management responsibilities for the IM program. Table A17 displays those tasks that differentiate between the 9-skill level and CEM groups and reflects the differences in the level of supervisory and management responsibilities' specific to the CEM population.

Representative TMs for this CEM group include:

TM	Module Title	No. of Tasks	Percent		Avg Pct Mbrs Perf
			Time Spent Sum	Mbrs Perf	
0001	type, use copiers, and pick up administrative communications	8	13		66
0018	perform general supervision	11	16		60

0020	evaluate training	6	6	49
0021	initiate personnel actions or appraisals	3	2	49
0023	determine/evaluate budget requirements	2	3	56
0074	type/keyboard/deliver administrative communications and staff summary sheets	4	4	46
0079	plan/conduct meetings or briefings	2	4	77

These TMs indicate the scope and depth of the CEMs' duties and responsibilities.

#### AD Skill-Level Analysis Summary

Three- and 5-skill level airmen perform many tasks in common, with both groups spending the vast majority of their relative job time on technical AFSC-specific tasks, such as general IM, document security, administrative communications, WGA, records management and distribution activities. The 5-skill level group, while performing many of the same 3-skill level technical tasks, perform some supervisory and management tasks as well. At the 7-skill level, members still perform a substantial amount of routine day-to-day technical IM activities, but demonstrate a shift towards supervisory functions. Both the 9-skill level and CEM members are responsible: for managing the overall day-to-day operations of the IM community and its related responsibilities; and for the direction and growth of the IM career field.

#### AFRC Skill-Level Descriptions

As of March 1998, a total of 1,895 AFRC members were assigned to AFSC 3A0X1. A total of 781 JI disks were mailed to AFRC personnel with 553 disks returned. The AFRC sample is comprised of 437 members. As mentioned in the Group Descriptions of the **Specialty Job** section of this report, job structure analysis was completed on the total survey sample (i.e., AD, ANG, and AFRC). Since the description and definition of work in the career field was determined in job structure analysis to be based on functions (work) rather than component status, any subsequent breakout based on component status when describing the specialty job structure was not done.

**DAFSC 3A051.** AFRC 5-skill level members like their AD counterparts, comprise the largest skill-level group in their service component sample. Performing a rather technical job much like their AD peers, these reservists move seamlessly within the IM organization performing many of

the same if not all the same tasks. AFRC personnel spend over half of their relative job time (53 percent) performing general business process activities (see Table A18). These members perform an average of 37 tasks. Table A19 displays representative tasks performed by the highest percentages of these individuals.

**DAFSC 3A071.** The 182 members in this group actively perform the routine day-to-day IM responsibilities within an organization. In addition to these technical tasks, these AFRC 7-skill levels spend 21 percent of their relative job time performing routine supervisory, management, and training duties (see Table A18). These members perform an average of 61 tasks (almost twice the average number of tasks performed as performed by the 5-skill level reservist). The display of tasks in Table A20 clearly shows that the 7-skill level reservist performs many of the same tasks as the 5-skill level. Table A21 further illustrates those tasks which best differentiate between AFRC 5- and 7-skill level groups. There were no tasks (with a computed difference of 10 points or more) that favored the 5-skill level. Basically, 5- and 7-skill levels perform many of the same tasks, with the 7-skill level spending slightly more of their relative job time on first-line supervision and training activities.

**DAFSC 3A091.** These 13 AFRC 9-skill levels spend relatively the same amount of their relative job time performing management and supervisory activities as they do performing business process activities (25 percent and 23 percent, respectively)(see Table A18). Table A22 displays typical supervisory and management tasks performed by these 9-skill levels. These 9-skill levels perform an average of 109 tasks (almost twice the average number of tasks performed by the 7-skill level reservist). Review of these tasks illustrates that these senior managers' are responsible for the complete management of an IM program within an organization rather than routine first-line supervision performed by the AFRC 7-skill level. Table A23 delineates the difference in the focus of work performed by the 7-skill level reservist and the 9-skill level reservist. While a 9-skill level may perform many of the same technical tasks as do the other skill level groups, there is a strong shift towards a higher level of supervisory responsibilities' specific to the 9-skill level group. The 9-skill level reservist's responsibilities align closely to those responsibilities of their AD counterparts.

**DAFSC 3A000.** Only 5 CEM reservists were noted in the survey sample. Review of Table A18 shows the concentration of these managers on supervisory and management activities (37 percent of their relative job time). Examples of typical program or organizational management tasks performed by these managers is displayed in Table A24. Table A25 displays those tasks that best differentiate between the 9-skill level and the CEM groups. Examination of these tasks clearly shows that CEMs are somewhat removed from some of the technical aspects of the career field performed by the 9-skill level reservist, while also displaying the emphasis on the responsibilities on management of IM programs.

### AFRC Skill-Level Analysis Summary

The 5- and 7-skill level reservist perform many of the same tasks, with both groups spending the vast majority of their relative job time on technical AFSC-specific tasks, ranging from business process activities, WGA, to commander support activities. Like their AD counterparts, most of the technical work done in the career field is performed by the 5- and 7-skill level groups. Again as seen with their AD peers, the 9-skill level and CEM reservists are responsible for managing the overall day-to-day operations of the IM community and the direction and growth of the IM career field. A comparison of the information between Table A8 and A18, illustrate that the majority of the technical work in the career field is done at 5- and 7-skill levels (whether AD or AFRC), and as one moves to the 9-skill level and the CEM (whether AD or AFRC) a strong shift in supervisory and management responsibilities is evident.

### ANG Skill-Level Description

As of March 1998, a total of 3,826 ANG members were assigned as a AFSC 3A0X1 member. A total of 1,772 JI disks were mailed to ANG personnel with 870 disks returned. The ANG sample is comprised of 625 members. As mentioned in the Group Descriptions of the **Specialty Job** section of this report, job structure analysis was completed on the total survey sample (i.e., AD, ANG, and AFRC). Since the description and definition of work in the career field was determined in job structure analysis to be based on functions (work) rather than component status, any subsequent breakout based on component status when describing the specialty job structure was not done.

**DAFSC 3A051.** These 403 5-skill levels constitute 64 percent of the ANG survey sample. Fifty-five percent of these members relative job time is spent performing business process activities (see Table A26). Like both their AD and AFRC counterparts, these ANG members perform many of the same technical AFSC-specific tasks (see Table A27). Performing an average of 41 tasks, these ANG 5-skill levels can be seen along side their service component peers doing similar work in an organization.

**DAFSC 3A071.** These 216 7-skill levels make up the remainder of the ANG survey sample. These members, like the 5-skill levels, spend the majority of their relative job time (42 percent) performing the technical day-to-day activities within an IM organization. Similar again to their AD and AFRC contemporaries, these 7-skill levels perform similar AFSC-specific work (see Table A28). Table A29 displays those tasks that best differentiate between 5- and 7-skill level ANG members. Review of this table indicates that there were no tasks (with a computed difference of 10 points or more) that favored the 5-skill level. Basically, 5- and 7-skill levels perform many of the same tasks, with the 7-skill level spending slightly more of their relative job time on first-line supervision and training activities (note - this finding was identical to the relationship between 5- and 7-skill level AFRC personnel).

### ANG Skill-Level Analysis Summary

The 5- and 7-skill level ANG personnel both spend the vast majority of their relative job time on technical AFSC-specific tasks, ranging from business process activities, WGA, to commander support activities. Like their AD and AFRC counterparts, most of the technical work done in the career field is performed by the 5- and 7-skill level groups.

### COMPARATIVE ANALYSIS OF DAFSC GROUPS

As discussed in their respective sections, AD, AFRC, and ANG DAFSC groups were each examined and reported separately. However, a common theme became evident across all DAFSC groups. A typical progress career ladder progression is evident. For those components where a 3-skill level analysis was done, these airmen are performing almost exclusively technical AFSC-specific tasks. At the 5-skill level across all component groups, members not only performed the same technical tasks as performed by the 3-skill levels but many more additional tasks requiring greater technical expertise and skill. All 7-skill level groups expanded their workload to include general supervision and management tasks. At the 9-skill level and CEM level, work encompassed the management of programs and activities within the IM environment. The bottom line for analysis of DAFSC groups is twofold – first, regardless of component status (i.e., AD, AFRC, or ANG) a natural progression through the skill levels is evident, and secondly, the work performed by career field is based on functions (work) and not on component status.

### **ANALYSIS OF MAJCOMs**

Tasks and background data for personnel of the 14 MAJCOMs with the largest AFSC 3A0X1 populations were compared to determine whether job content varied as a function of command assignment.

For the most part, the work performed across all 14 commands was similar, with many tasks performed in common. The largest percentage of relative job time across all commands is committed to technical tasks covering business process activities, classified protection and document security, and WGA (see Table A30). The most notable comment for the work performed by specific MAJCOMs is that there is no substantial difference in the management of information based on the command to which a member is assigned. The management of information appears to be consistent across MAJCOMS, within the IM community, and in the Air Force.

## TRAINING ANALYSIS

One of the many sources of information that can be used to assist in the development of a training program relevant to the needs of personnel in their first enlistment is the OSR. Factors which may be used in evaluating training include the overall description of the job being performed by first-enlistment personnel, and their overall distribution across career ladder jobs, percentages of first-job (1-24 months TAFMS) or first-enlistment (1-48 months TAFMS) members performing specific tasks or using certain equipment or tools, as well as TE and TD ratings (previously explained in the **SURVEY METHODOLOGY** section).

To assist specifically in evaluation of the STS, SMEs from the 335 TRS, Keesler AFB MS, matched JI tasks to appropriate sections and subsections of the IM STS. It was this matching upon which comparison to those documents was based. A complete computer listing displaying the percent members performing tasks, TE and TD ratings for each task, along with the STS matchings, has been forwarded to the technical school for their use in further detailed reviews of appropriate training documents. A summary of this information is presented below.

### First-Enlistment Personnel

In this study, there are 936 members in their first enlistment (1-48 months TAFMS), representing over 26 percent of the total AD survey sample. The job performed by these airmen is highly technical in nature, accounting for 95 percent of their relative duty time (see Table A31). Distribution of these personnel across the career ladder jobs is displayed in Figure 2, which shows that the vast majority of first-enlistment airmen are included in the IM NCOIC Job and the IM Job. Table A32 displays some of the average 36 tasks performed by this group and reflects general IM, document security, administrative communications, WGA, records management and distribution activities.

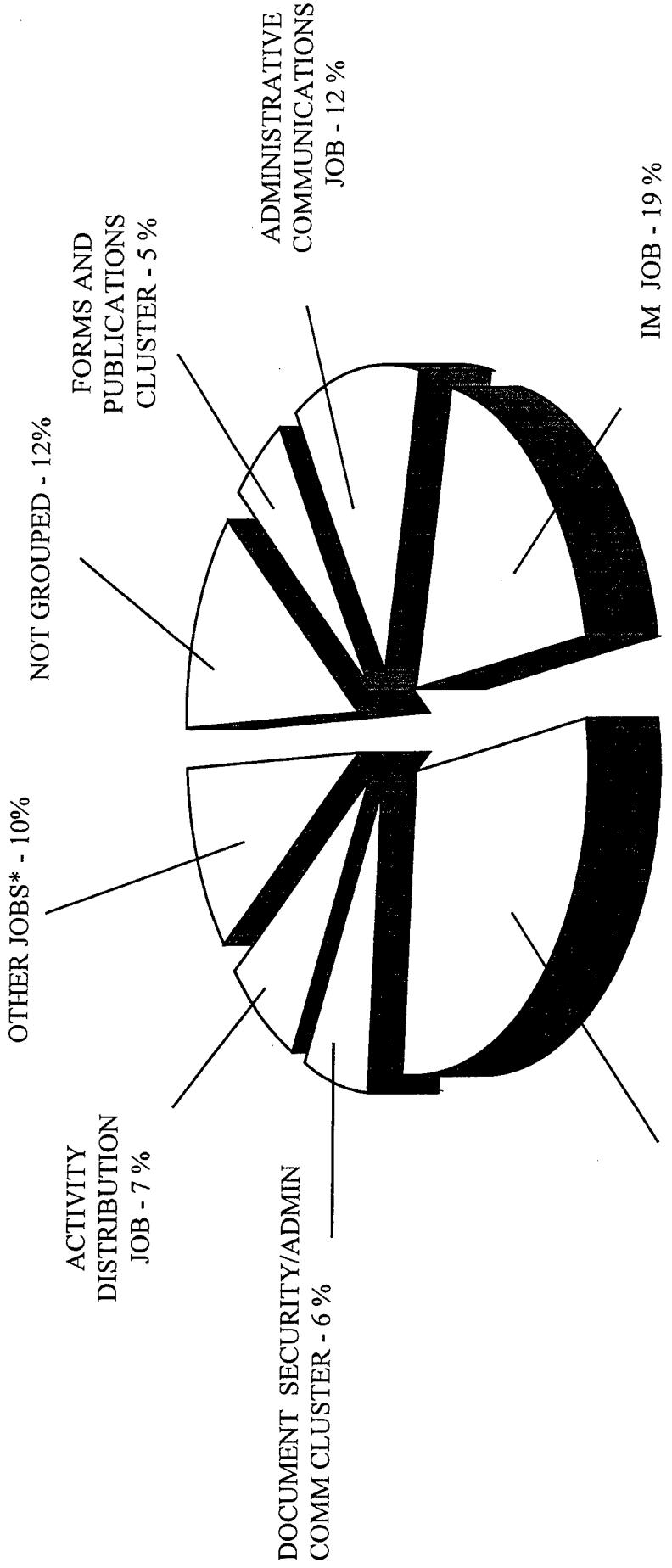
Representative TMs for this first-enlistment group include:

TM	Module Title	No. of Tasks	Percent	
			Time Spent Sum	Avg Pct Mbrs Perf
0001	type, use copiers, and pick up administrative communications	8	21	63
0002	review/maintain files on offices of record	2	4	51
0003	retrieve/maintain records, other than weight management, training, and supplies	2	2	38
0004	maintain/distribute forms and publications	10	9	34

0074	type/keyboard/deliver administrative communications and staff summary sheets	4	4	33
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These TMs indicate the broad scope of first-enlistment members' activities and provide emphasis and direction for training or at least a starting point for resident training. These TMs illustrate the wide variance in activities performed by these members.

AFSC 3A0X1  
INFORMATION MANAGEMENT  
FIRST-ENLISTMENT  
PERSONNEL



Other Jobs\* include:  
Work Group Administration (WGA) Job - 3%  
IM Supervisory & Management Job - 2%  
Protocol Job - 1%  
Records Management Job - 1%  
Commander's Support Job - 3%

FIGURE 2

### TE and TD Data

TE and TD data are secondary factors that can assist technical school personnel in deciding which tasks should be emphasized in entry-level training. These ratings, based on the judgments of senior career ladder NCOs working at operational units in the field, are collected to provide training personnel with a rank ordering of those tasks in the JI considered important for first-enlistment training (i.e., TE) (see Table A33 for the top-rated tasks), along with a measure of the difficulty (i.e., TD) of the JI tasks (see the highest rated tasks presented in Table A34). A total of 53 tasks were rated high in TE, having a rating over 3.71. Tasks rated highest in TE are technical tasks: including WGA activities (e.g., troubleshooting, connecting, and configuring equipment and peripherals); handling classified information and document security (e.g., marking, verifying access, maintaining, and destroying classified documents or materials); and some business process activities (e.g., maintaining and destroying records). These tasks are rated high in TE and viewed as necessary for training of first-enlistment personnel and are viewed as somewhat difficult to learn. A total of 195 tasks were rated high in TD. Tasks rated highest in TD are technical tasks which include: WGA activities (e.g., troubleshooting, connecting, and configuring equipment and peripherals); handling classified information and document security (e.g., marking, verifying access, maintaining, and destroying classified documents or materials); training activities; and records management activities (e.g. maintain staging areas and maintaining FOIA and Privacy Act Programs). When combined with data on the percentages of first-enlistment personnel performing tasks, comparisons can then be made to determine if training adjustments are necessary. For example, tasks receiving high ratings on both task factors, accompanied by moderate to high percentages performing, may warrant resident training. Those tasks receiving high task factor ratings, but low percentages performing, may be more appropriately planned for OJT programs within the career ladder. Low task factor ratings may highlight tasks best omitted from training for first-enlistment personnel, but this decision must be weighed against percentages of personnel performing the tasks, command concerns, and criticality of the tasks.

### Special Supervisory Study Analysis

As was introduced and discussed in the Task Factor Administration part of the **SURVEY METHODOLOGY**, a special supervisory study was initiated by CMSgt Toma, CFM for AFSC 3A0X1. Wherein *non-AFSC 3A0X1 supervisors* of Information Managers were administered a JI and asked to rate tasks they believed to be an Information Manager's duties and responsibilities. Special supervisory JIs were mailed to 501 *non-AFSC 3A0X1 supervisors* of Information Managers. In the instructions for this special supervisory JI, incumbents were asked to rate tasks based on what they believed to be Information Managers' duties and responsibilities. A total of 244 special supervisory JIs were used in the sample. Attempts were made to obtain agreement based on these 244 supervisors as to what they felt needed to be emphasized or was expected of an Information Manager. Collectively, agreement was not achieved. Subsequently, two separate policies were found. The first policy included non-AFSC 3A0X1 enlisted supervisors (N=101); herein known as "TE enlisted (TE ENL)". The second policy was comprised of officer supervisors (N=84); herein known as "TE officers (TE OFF)". A total of 63 tasks were rated high in TE ENL having a rating over 3.12 (see Table A35). Tasks rated highest in TE ENL are

technical and include: records management activities (e.g., typing or keyboarding, maintaining files and records, and assembling and reviewing correspondence); WGA activities (e.g., troubleshooting, connecting, and configuring equipment and peripherals); and commander's support activities (e.g., process awards, maintain PIFs and unit manning documents, in/out process unit personnel). A total of 67 tasks were rated high in TE OFF, having a rating over 3.22 (see Table A36). Tasks rated highest in TE OFF are technical and include: records management activities (e.g., typing or keyboarding, maintaining files and records, and assembling and reviewing correspondence); WGA activities (e.g., troubleshooting, connecting, and configuring equipment and peripherals); and handling classified information and document security (e.g., marking, verifying access, maintaining, and destroying classified documents or materials).

Comparative analysis between the supervisory rating policies (i.e., TE OFF and TE ENL) and AFSC 3A0X1 supervisors is reflected in Table A37. Upon review of the information, several noteworthy findings require discussion. Generally speaking, supervisors of information managers (i.e., AFSC 3A0X1 supervisors, officer supervisors, and non-AFSC 3A0X1 enlisted supervisors) agree as to the duties and responsibilities required of their personnel. Fifty-three tasks in the JI were rated as having high TE by AFSC 3A0X1 senior NCOs. Thirty-seven of these 53 tasks (i.e., two-thirds of the tasks) were rated high in TE not just by AFSC 3A0X1 senior NCOs, but by non-AFSC 3A0X1 enlisted supervisors and officer supervisors as well. Only two tasks that were rated high by AFSC 3A0X1 senior NCOs were not rated high by either non-AFSC 3A0X1 enlisted supervisors or by officer supervisors. Another noteworthy finding was that 10 tasks were rated high by both officer supervisors and non-AFSC 3A0X1 enlisted supervisors, BUT not by AFSC 3A0X1 supervisors. Six of these 10 tasks were in Duty Area A (Performing Business Process Activities) with 2 additional tasks from Duty Area G (Performing Commander's Support Activities). Finally, eight tasks from Duty Area E (Performing Classified Protection and Document Security Activities) were rated high by AFSC 3A0X1 senior NCOs and by officer supervisors. A complete printout displaying all tasks in the JI with TE ratings for AFSC 3A0X1 senior NCOs, officer supervisors, and non-AFSC 3A0X1 enlisted supervisors is provided in an Addendum to Special Training Extract provided to the technical school.

This information should prove useful not only to the AFSC 3A0X1 functional managers but for technical training school personnel for use in aligning and training Information Managers with the skills and knowledges necessary to perform their job. Information Managers should be comforted in knowing the expectations from supervisors (regardless whether they are AFSC 3A0X1 senior NCOs, officer supervisors, or non-AFSC 3A0X1 enlisted supervisors) are for the most part consistent with each other and are aligned with the duties and responsibilities desired of their personnel.

#### Automated Training Indicators

To assist training development personnel, the AFOMS developed a computer program that incorporates these secondary factors and the percentage of first-enlistment personnel performing each task to produce an Automated Training Indicator (ATI) for each task. ATIs

correspond to training decisions listed and defined in the Training Decision Logic Table found in Attachment 2, AETCI 36-3601. ATIs allow training developers to quickly focus attention on those basic tasks, which are most likely to qualify for resident training.

Various lists of tasks, accompanied by TE and TD ratings, and where appropriate ATI information, are contained in the TRAINING EXTRACT package and should be reviewed in detail by technical school personnel. (For a more detailed explanation of TE and TD ratings, see Task Factor Administration in the **SURVEY METHODOLOGY** section of this report.)

#### Specialty Training Standard (STS)

A comprehensive review of STS 3A0X1, dated March 1997, compared STS items to survey data based on the previously mentioned match of tasks to STS elements. STS paragraphs containing general knowledge information, mandatory entries, subject-matter-knowledge-only requirements, or basic supervisory responsibilities were not examined. Task knowledge, performance elements, and dashed"/"- items of the STS were compared against the standard set forth in AETCI 36-2601. Typically, STS elements matched to tasks which have sufficiently high TE and TD ratings and are performed by at least 20 percent of a criterion group (i.e., 1-48 months TAFMS, and 5- and 7-skill level groups), should be considered for inclusion in the STS. Likewise, elements matched to tasks with less than 20 percent performing in all of these groups should be considered for deletion from the STS.

Using this criterion, STS 3A0X1 was found to be marginally supported by survey data. The STS captures the work performed by this career ladder as identified by the career ladder structure analysis of this AFSC. Thirty-eight paragraphs and subparagraphs had performance-coded entries, but only 16 had tasks matched to them with sufficient percentages of members performing these tasks (e.g., STS paragraph 6, Personal Computer, and several subparagraphs in STS paragraph 7, Business Processes). A thorough review of the STS is warranted because there were numerous STS paragraphs/subparagraphs with tasks matched to them that were supported by the 20 percent or more members performing by any one criterion group BUT were *not* performance based.

Tasks not matched to any entry of the STS are listed at the end of the STS computer listing. These were reviewed extensively to determine if there were any tasks concentrated around any particular functions or jobs. Several of the technical duty areas had many tasks that were not matched to the STS. They include: (1) Duty G, Performing Commander's Support Staff Activities; (2) Duty H, Performing Protocol, Escort, or Related Activities; and (3) Duty I, Performing Directory Services, Postal Service Center (PSC), or unit Mail Room Activities. Examples of these tasks and other technical tasks performed by 20 percent of more respondents of the STS target groups, but which were not referenced to any STS element, are displayed in Table A38. Training personnel should review these and other eligible unreferenced tasks to determine if inclusion in the STS is justified.

### Plan of Instruction (POI)

The POI for AFSC 3A0X1, titled Information Management, is dated April 1998. JI tasks were matched to related functional areas of the POI, with the assistance of the 335 TRS, Keesler AFB MS. The method employed was similar to that of the STS analysis. The data examined included percent members performing data for first-job (1-24 months TAFMS) personnel, first-enlistment (1-48 months TAFMS) personnel, and TE and TD ratings.

POI functional areas were compared to the standard set forth in AETCI 36-2601 (30 percent or more of the first-enlistment group performing tasks trained, along with sufficiently high TE and TE ratings on those tasks). By this guidance, tasks trained in the course which do not meet these criteria should be considered for elimination from the formal course, if not justified on some other acceptable basis.

Using this criterion, the POI had several objectives that were not supported by sufficient numbers of members performing these tasks. Two major POI functional areas, Workgroup Administration Principles (IV) and Computer System Configuration (V), were not sufficiently supported by occupational data. Within these functional areas, several learning objectives with matched tasks did not meet the 30 percent members performing criteria (i.e., 1st job and 1st enlistment groups). In instances where POI functional areas do not meet the 30 percent members performing criteria or when you have a diverse career field (as is the IM career field) sufficient support is not unusual. In these circumstances, attempts are made to match the POI to reported specialty jobs found in job structure analysis. This additional match was done to determine if, by using the job structure analysis, these learning objectives or POI functional areas are supported by work being done in the career field. This match of POI to specialty jobs was done and for each of the non-supported POI objectives (based on 1<sup>st</sup> job and 1<sup>st</sup> enlistment criterion groups) and sufficient support was achieved by defined jobs. Thus, functional managers and technical school personnel can be assured that learning objectives taught in AFSC awarding school is viable work performed in the career field.

Tasks not matched to any functional area of the POI, are listed at the end of the POI computer listing. These were reviewed extensively to determine if there were any tasks concentrated around any particular functions or jobs. While no strong trends were found, a few tasks with the highest TE, TD, ATI value, and percentages of criterion groups performing centered around activities involving WGA and classified protection and document security. Examples of these tasks and other technical tasks with high TE and TE, but which were not referenced to any POI element, are displayed in Table A39. (For illustrative purposes on Table A39, tasks with 20 percent or more members performing were displayed – rather than the standard 30 percent, since too few tasks would have been displayed and because the IM career field is diverse.) Training personnel should review these and other eligible unreferenced tasks to determine if inclusion in the POI is justified.

## JOB SATISFACTION ANALYSIS

An examination of the job satisfaction indicators of various groups can give career ladder managers a better understanding of some of the factors that may effect the job performance of airmen in the career ladder. Questions covering job interest, perceived utilization of talents and training, sense of accomplishment from work, and reenlistment intentions were included in the survey disk to provide indications of job satisfaction.

Table A40 presents job satisfaction data for AFSC 3A0X1 TAFMS groups, together with data for a comparative sample of command support career ladders surveyed in 1996. These data can give a relative measure of how the job satisfaction of AFSC 3A0X1 personnel compares with other similar Air Force specialties. Review of Table 28 reflects that responses from AFSC 3A0X1 TAFMS groups across all five job satisfaction indications are generally positive but lower than for the comparative group. For all TAFMS groups in the current study, respondents indicated lower positive responses for all five of the job satisfaction indicators than for those in the comparative sample.

Table A41 presents job satisfaction responses from personnel in the current survey to the previous study. Generally speaking, the current study has lower positive responses across all five job satisfaction indicators for all three TAFMS groups than does the previous study. It should be noted that even though the current study's responses are lower, they are not negative (all responses are above 58 percent members performing). Several notable exceptions are noteworthy. For the 1-48 month TAFMS group, the current study indicated higher perceived use of training than for the previous study. The 97+ months TAFMS group indicated higher or equal to positive responses to all five of the job satisfaction indicators, except for lower reenlistment intentions.

Finally, Table A42 presents job satisfaction responses from personnel in the specialty jobs discussed in the **SPECIALTY JOBS** section of this report. An examination of these data can show how overall the type of job performed may influence job satisfaction. Review of the job satisfaction data for the IM career ladder reveals generally positive responses in the five job satisfaction indicators.

Almost every job within this study revealed positive ratings for all five job satisfaction indicators. Several exceptions were evident. In the Forms Distribution Job, members indicated less than positive expressed job interest. One other job, the Classified Document Security Job, indicated less than positive responses for perceived use of training and sense of accomplishment gained from work.

When there are serious problems in a career ladder, survey respondents are usually quite free with write-in comments to complain about perceived problems in the field. A total of 2,153 comments were received from survey respondents. Forty-seven percent of the survey sample used the write-in feature to convey some type of information. No major deficiencies were

evident. Many respondents used the write-in comments to provide information about themselves and their jobs.

Of the 2,153 write-in comments: 37 percent provided information about their job title or provided explanations of work performed; 15 percent provided miscellaneous comments (ranging from not enough training, to training not utilized, and to working outside of their career field); 8 percent of the comments provided clarification on functional area; 8 percent provided additional tasks performed; the remaining percentages were spread across various topics. No particular trends or areas of concern were evident.

## IMPLICATIONS

This survey was initiated to validate training requirements and to ensure members are receiving the training for their jobs. The data is also needed to verify changes within the career ladder and technical training and to provide input for the development of the career development course (CDC) materials.

Survey results described in the **SPECIALTY JOBS** section clearly suggest personnel in the IM Job and IM NCOIC Job make up the bulk of the career ladder and perform the technical day-to-day responsibilities for the career ladder. These members perform the complete gamut of IM activities.

Specialty descriptions for this career ladder accurately describe the work performed by members. Members progress typically through the career ladder.

STS for AFSC 3A0X1 is marginally supported by occupational survey data. The POI was supported by occupational data when matched to specialty jobs within the survey sample. Tasks not referenced to both of these documents should be reviewed for possible inclusion in either the STS or POI.

When compared to other command support AFSCs, members in the IM career field responded with generally lower positive responses than the comparative sample across all five job satisfaction indicators. When compared to the previous study, job satisfaction indicators for the current study indicate less positive responses than for the previous study. Members of the IM career ladder appear satisfied with their jobs revealing generally positive responses in all five of the job satisfaction indicators.

The information from this OSR comes directly from survey data collected from IM personnel worldwide. These data are readily available to training personnel, functional managers, and any interested parties having a need for such information. More detailed information is compiled and presented in training and analysis extracts. These extracts provide an excellent resource and tool for managers in making decisions affecting their career fields.

## APPENDIX A

TABLES A4 - A42 ARE REFERENCED WITHIN THE BODY OF THE OSR

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TABLE A4

## AVERAGE PERCENT TIME SPENT ON DUTIES BY CAREER LADDER JOBS

<u>DUTIES</u>	<u>Forms &amp; Publications Cluster (ST036)</u>	<u>Forms Distribution Job (ST192)</u>	<u>Publications Clerk Job (ST099)</u>	<u>Administrative Communications Job (ST035)</u>
A. PERFORM BUSINESS PROCESS ACTIVITIES	60	61	47	71
B. PERFORM ADMINISTRATIVE COMMUNICATIONS PROGRAMS ACTIVITIES	1	1	1	2
C. PERFORM PUBLICATIONS AND FORMS MANAGEMENT PROGRAM ACTIVITIES	19	13	42	3
D. PERFORM RECORDS MANAGEMENT PROGRAM ACTIVITIES	1	*	1	*
E. PERFORM CLASSIFIED PROTECTION AND DOCUMENT SECURITY ACTIVITIES	2	3	1	4
F. PERFORM WORK GROUP ADMINISTRATION (WGA) ACTIVITIES	5	7	3	2
G. PERFORM COMMANDER'S SUPPORT STAFF ACTIVITIES	3	3	1	7
H. PERFORM PROTOCOL, ESCORT, OR RELATED ACTIVITIES	1	2	0	2
I. PERFORM DIRECTORY SERVICES, POSTAL SERVICE CENTER (PSC), OR UNIT MAIL ROOM ACTIVITIES	3	4	1	4
J. PERFORM MANAGEMENT AND SUPERVISORY ACTIVITIES	3	3	1	3
K. PERFORM TRAINING ACTIVITIES	2	1	1	1
L. PERFORM GENERAL SUPPLY AND EQUIPMENT ACTIVITIES	*	*	*	1

\* Less than 1 percent

TABLE A4 (Cont.)

## AVERAGE PERCENT TIME SPENT ON DUTIES BY CAREER LADDER JOBS

<u>DUTIES</u>	Supply Job ( <u>ST228</u> )	Information Management Job ( <u>ST246</u> )	Information Management NCOIC Cluster ( <u>ST248</u> )	Information Management NCOIC Cluster ( <u>ST199</u> )	Document Security/ Admin Comm Cluster ( <u>ST199</u> )	Document Security/ Admin Comm Job ( <u>ST305</u> )
A. PERFORM BUSINESS PROCESS ACTIVITIES	31	67	50	38	38	38
B. PERFORM ADMINISTRATIVE COMMUNICATIONS PROGRAMS ACTIVITIES	2	3	3	3	3	3
C. PERFORM PUBLICATIONS AND FORMS MANAGEMENT PROGRAM ACTIVITIES	1	2	3	1	1	2
D. PERFORM RECORDS MANAGEMENT PROGRAM ACTIVITIES	0	*	1	1	1	1
E. PERFORM CLASSIFIED PROTECTION AND DOCUMENT SECURITY ACTIVITIES	6	3	2	26	26	24
F. PERFORM WORK GROUP ADMINISTRATION (WGA) ACTIVITIES	4	4	6	5	5	6
G. PERFORM COMMANDER'S SUPPORT STAFF ACTIVITIES	4	8	15	4	4	4
H. PERFORM PROTOCOL, ESCORT, OR RELATED ACTIVITIES	1	3	3	3	3	3
I. PERFORM DIRECTORY SERVICES, POSTAL SERVICE CENTER (PSC), OR UNIT MAIL ROOM ACTIVITIES	2	3	4	5	5	5
J. PERFORM MANAGEMENT AND SUPERVISORY ACTIVITIES	14	4	9	7	7	7
K. PERFORM TRAINING ACTIVITIES	2	1	3	1	1	1
L. PERFORM GENERAL SUPPLY AND EQUIPMENT ACTIVITIES	33	1	3	5	5	6

\* Less than 1 percent

TABLE A4 (Cont.)

## AVERAGE PERCENT TIME SPENT ON DUTIES BY CAREER LADDER JOBS

<u>DUTIES</u>	<u>Classified Document Security Job (ST438)</u>	<u>Work Group Administration Job (ST158)</u>	<u>Information Management Supervisor/ Management Cluster (ST0144)</u>	<u>Protocol Job (ST335)</u>
A. PERFORM BUSINESS PROCESS ACTIVITIES	23	23	26	25
B. PERFORM ADMINISTRATIVE COMMUNICATIONS PROGRAMS ACTIVITIES	6	1	3	2
C. PERFORM PUBLICATIONS AND FORMS MANAGEMENT PROGRAM ACTIVITIES	*	1	3	1
D. PERFORM RECORDS MANAGEMENT PROGRAM ACTIVITIES	*	*	1	*
E. PERFORM CLASSIFIED PROTECTION AND DOCUMENT SECURITY ACTIVITIES	52	3	4	3
F. PERFORM WORK GROUP ADMINISTRATION (WGA) ACTIVITIES	2	45	7	6
G. PERFORM COMMANDER'S SUPPORT STAFF ACTIVITIES	1	3	8	6
H. PERFORM PROTOCOL, ESCORT, OR RELATED ACTIVITIES	1	2	4	43
I. PERFORM DIRECTORY SERVICES, POSTAL SERVICE CENTER (PSC), OR UNIT MAIL ROOM ACTIVITIES	5	2	5	2
J. PERFORM MANAGEMENT AND SUPERVISORY ACTIVITIES	5	10	27	9
K. PERFORM TRAINING ACTIVITIES	2	4	9	2
L. PERFORM GENERAL SUPPLY AND EQUIPMENT ACTIVITIES	2	5	3	2

\* Less than 1 percent

TABLE A4 (Cont.)

## AVERAGE PERCENT TIME SPENT ON DUTIES BY CAREER LADDER JOBS

<u>DUTIES</u>	<u>Records Management Cluster (ST103)</u>	<u>Records Management Job (ST401)</u>	<u>Records Management Job (ST724)</u>	<u>Freedom of Information Act Management Job (ST117)</u>	<u>Commander's Support Job (ST117)</u>
A. PERFORM BUSINESS PROCESS ACTIVITIES	41	31	44	43	
B. PERFORM ADMINISTRATIVE COMMUNICATIONS PROGRAMS ACTIVITIES	2	3	1	2	
C. PERFORM PUBLICATIONS AND FORMS MANAGEMENT PROGRAM ACTIVITIES	3	6	1	1	
D. PERFORM RECORDS MANAGEMENT PROGRAM ACTIVITIES	24	13	36	*	
E. PERFORM CLASSIFIED PROTECTION AND DOCUMENT SECURITY ACTIVITIES	4	4	3	3	
F. PERFORM WORK GROUP ADMINISTRATION (WGA) ACTIVITIES	5	5	5	3	
G. PERFORM COMMANDER'S SUPPORT STAFF ACTIVITIES	1	*	1	35	
H. PERFORM PROTOCOL, ESCORT, OR RELATED ACTIVITIES	*	1	*	2	
I. PERFORM DIRECTORY SERVICES, POSTAL SERVICE CENTER (PSC), OR UNIT MAIL ROOM ACTIVITIES	2	2	1	5	
J. PERFORM MANAGEMENT AND SUPERVISORY ACTIVITIES	12	20	6	3	
K. PERFORM TRAINING ACTIVITIES	6	12	2	1	
L. PERFORM GENERAL SUPPLY AND EQUIPMENT ACTIVITIES	1	1	1	1	

\* Less than 1 percent

TABLE A4 (Cont.)

## AVERAGE PERCENT TIME SPENT ON DUTIES BY CAREER LADDER JOBS

<u>DUTIES</u>	<u>Instructor/ Trainer Job</u> <u>(ST268)</u>	<u>Activity Distribution Job</u> <u>(ST145)</u>
A. PERFORM BUSINESS PROCESS ACTIVITIES	20	17
B. PERFORM ADMINISTRATIVE COMMUNICATIONS PROGRAMS ACTIVITIES	1	16
C. PERFORM PUBLICATIONS AND FORMS MANAGEMENT PROGRAM ACTIVITIES	1	1
D. PERFORM RECORDS MANAGEMENT PROGRAM ACTIVITIES	*	*
E. PERFORM CLASSIFIED PROTECTION AND DOCUMENT SECURITY ACTIVITIES	1	13
F. PERFORM WORK GROUP ADMINISTRATION (WGA) ACTIVITIES	14	1
G. PERFORM COMMANDER'S SUPPORT STAFF ACTIVITIES	3	*
H. PERFORM PROTOCOL, ESCORT, OR RELATED ACTIVITIES	1	1
I. PERFORM DIRECTORY SERVICES, POSTAL SERVICE CENTER (PSC), OR UNIT MAIL ROOM ACTIVITIES	1	45
J. PERFORM MANAGEMENT AND SUPERVISORY ACTIVITIES	20	3
K. PERFORM TRAINING ACTIVITIES	37	2
L. PERFORM GENERAL SUPPLY AND EQUIPMENT ACTIVITIES	2	*

\* Less than 1 percent

TABLE A5

## SELECTED BACKGROUND DATA FOR SPECIALTY CLUSTERS AND JOBS

	Forms & Publications Cluster <u>(ST036)</u>	Forms Distribution Job <u>(ST192)</u>	Publications Clerk Job <u>(ST099)</u>	Administrative Communications Job <u>(ST035)</u>	Supply Job <u>(ST228)</u>
NUMBER IN GROUP	121	55	22	326	18
PERCENT OF SAMPLE	3%	1%	*	7%	*
PERCENT IN CONUS	82%	89%	77%	88%	78%
<u>DAFSC DISTRIBUTION:</u>					
3A031	29%	42%	41%	14%	6%
3A051	57%	47%	41%	74%	61%
3A071	14%	11%	18%	12%	28%
3A091	0%	0%	0%	0%	6%
3A000	0%	0%	0%	0%	0%
<u>PREDOMINANT GRADE(S)</u>					
Avg Months in Career Field	E-3/5	E-3/5	E-3/5	E-4/5	E-5
Avg Months TAFMS*	52	43	74	50	121
Percent in First Enlistment	-	-	-	-	-
65%	71%	50%	61%	0%	
<u>PERCENT SUPERVISING</u>					
Avg Number of Tasks Performed	12%	15%	9%	8%	22%
21	26	22	13	13	43

\* TAFMS displayed only for clusters or jobs where less than 10 percent of the group is made up of ANG or AFRC personnel (combined)  
(TAFMS for ANG and AFRC is computed different from AD TAFMS)

TABLE A5 (Cont.)

## SELECTED BACKGROUND DATA FOR SPECIALTY CLUSTERS AND JOBS

	Information Management Job <u>(ST246)</u>	Information Management NCOIC Cluster <u>(ST248)</u>	Information Management Admin Comm Cluster <u>(ST199)</u>	Document Security/ Admin Comm Job <u>(ST305)</u>	Document Security/ Admin Comm Job <u>(ST305)</u>	Classified Document Security Job <u>(ST438)</u>
NUMBER IN GROUP	728	1,206	339	271	32	*
PERCENT OF SAMPLE	16%	26%	7%	6%		
PERCENT IN CONUS	80%	82%	63%	65%		59%
<b>DAFSC DISTRIBUTION:</b>						
3A031	12%	10%	8%	8%		9%
3A051	71%	68%	63%	63%		69%
3A071	17%	22%	28%	28%		22%
3A091	0%	0%	1%	1%		0%
3A000	0%	0%	0%	0%		0%
PREDOMINANT GRADE(S)	E-4/5	E-5	E-5	E-5	E-5	E-5
AVG MONTHS IN CAREER FIELD	75	83	119	122	117	117
AVG MONTHS TAFMS*	-	-	125	127	127	127
PERCENT IN FIRST ENLISTMENT	39%	35%	17%	16%	16%	15%
PERCENT SUPERVISING	8%	24%	14%	12%	12%	12%
AVG NUMBER OF TASKS PERFORMED	27	58	64	69	69	46

\* TAFMS displayed only for clusters or jobs where less than 10 percent of the group is made up of ANG or AFRC personnel (combined)  
(TAFMS for ANG and AFRC is computed different from AD TAFMS)

TABLE A5 (Cont.)

## SELECTED BACKGROUND DATA FOR SPECIALTY CLUSTERS AND JOBS

\* TAFMS displayed only for clusters of jobs where less than 10 percent of the group is made up of ANG or AFRC personnel (combined) (TAFMS for ANG and AFRC is computed different from AD TAFMS)

TABLE A5 (Cont.)

## SELECTED BACKGROUND DATA FOR SPECIALTY CLUSTERS AND JOBS

	Freedom of Information Act Management Job ( <u>ST724</u> )	Commander's Support Job ( <u>ST117</u> )	Instructor/ Trainer Job ( <u>ST268</u> )	Activity Distribution Job ( <u>ST145</u> )
NUMBER IN GROUP	18	56	24	111
PERCENT OF SAMPLE	*	*	*	2%
PERCENT IN CONUS	72%	93%	88%	78%
<u>DAFSC DISTRIBUTION:</u>				
3A031	28%	18%	0%	0%
3A051	67%	75%	38%	44%
3A071	6%	7%	58%	50%
3A091	0%	0%	4%	5%
3A000	0%	0%	0%	1%
<u>PREDOMINANT GRADE(S)</u>				
AVG MONTHS IN CAREER FIELD	E-3/4	E-2/3	E-5/6/7	E-2
AVG MONTHS TAFMS*	77	36	141	37
PERCENT IN FIRST ENLISTMENT	78	-	153	-
PERCENT SUPERVISING	51%	72%	8%	71%
AVG NUMBER OF TASKS PERFORMED	11%	5%	42%	14%
	38	22	48	45

\* TAFMS displayed only for clusters or jobs where less than 10 percent of less of the group is made up of ANG or AFRC personnel (combined)  
(TAFMS for ANG and AFRC is computed different from AD TAFMS)

TABLE A6

## SPECIALTY JOB COMPARISONS BETWEEN CURRENT AND 1995 SURVEYS

<u>CURRENT SURVEY (N=4,615)</u>	<u>PERCENT OF SAMPLE</u>	<u>1995 SURVEY (N=2,442)</u>	<u>PERCENT OF SAMPLE</u>
FORMS AND PUBLICATIONS CLUSTER	3%	FORMS DISTRIBUTION JOB PUBLICATIONS FORMS CLUSTER & PUBLICATIONS APPRENTICE CLUSTER	*
Forms Distribution Job			2%
Publications Clerk Job	---		1%
ADMINISTRATIVE COMMUNICATIONS CLUSTER	7%	ADMINISTRATIVE COMMUNICATIONS, PUBLICATIONS, AND SUPPORT CLUSTER	40%
SUPPLY JOB	*	---	
INFORMATION MANAGEMENT JOB	16%	STAFF SUPPORT PUBLICATIONS CLUSTER	9%
INFORMATION MANAGEMENT NCOIC CLUSTER	26%	INFORMATION MANAGEMENT SUPERVISOR CLUSTER	8%
DOCUMENT SECURITY/ADMINISTRATIVE COMMUNICATIONS CLUSTER	7%	ADMINISTRATIVE COMMUNICATIONS/ CLASSIFIED MATERIALS CLUSTER	8%
Document Security/Administrative Communications Job		---	
Classified Document Security Job	---	---	
WORK GROUP ADMINISTRATION JOB	6%	---	

--- Indicates no match in report  
NOTE: Columns may not add to 100 percent due to rounding

TABLE A6 (Cont.)

## SPECIALTY JOB COMPARISONS BETWEEN CURRENT AND 1995 SURVEYS

<u>CURRENT SURVEY (N=4,615)</u>	<u>PERCENT OF SAMPLE</u>	<u>1995 SURVEY (N=2,442)</u>	<u>PERCENT OF SAMPLE</u>
INFORMATION MANAGEMENT & SUPERVISORY & MANAGEMENT CLUSTER	18%	INFORMATION MANAGEMENT SUPERVISOR CLUSTER	10%
PROTOCOL JOB	2%	PROTOCOL CLUSTER	2%
RECORDS MANAGEMENT CLUSTER	*	STAFF SUPPORT CLUSTER & RECORDS MANAGEMENT CLUSTER	3%
Records Management Job	---	---	1%
Freedom of Information Act Management Job	---	---	
COMMANDER'S SUPPORT JOB	*	UNIT PERSONNEL OFFICE (UPO) CLUSTER	3%
INSTRUCTOR/TRAINER JOB	*	---	
ACTIVITY DISTRIBUTION JOB	*	BASE INFORMATION TRANSFER CENTER (BITC) JOB	3%
OTHER	5%	---	
NOT GROUPED	8%	NOT GROUPED	15%

--- Indicates no match in report

NOTE: Columns may not add to 100 percent due to rounding

TABLE A7

DISTRIBUTION OF DAFSC 3A0X1 GROUP MEMBERS ACROSS SPECIALTY JOBS  
(PERCENT RESPONDING)

SPECIALTY JOBS	DAFSC 3A031 (N=478)	DAFSC 3A051 (N=2,793)	DAFSC 3A071 (N=1,224)	DAFSC 3A091 (N=88)	DAFSC 3A000 (N=32)
<b>I. FORMS AND PUBLICATIONS CLUSTER</b>					
A. Forms Distribution Job	5	1	*	*	0
B. Publications Clerk Job	2	*	*	0	0
II. ADMINISTRATIVE COMMUNICATIONS JOB	10	9	3	0	0
III. SUPPLY JOB	*	*	*	1	0
IV. INFORMATION MANAGEMENT JOB	19	18	10	1	0
V. INFORMATION MANAGEMENT NCOIC CLUSTER	25	29	21	7	3
<b>VI. DOCUMENT SECURITY/ADMINISTRATIVE COMMUNICATIONS CLUSTER</b>					
A. Document Security/Administrative Communications Job	5	6	6	2	3
B. Classified Document Security Job	1	1	1	0	0
VII. WORK GROUP ADMINISTRATION (WGA) JOB	3	7	7	2	0
VIII. INFORMATION MANAGEMENT SUPERVISORY AND MANAGEMENT CLUSTER	3	12	35	66	53
IX. PROTOCOL JOB	1	2	3	2	6
X. RECORDS MANAGEMENT CLUSTER	*	*	1	2	0
A. Records Management Job	*	*	1	2	0
B. Freedom of Information Act (FOIA) Management Job	1	*	*	0	0
XI. COMMANDER'S SUPPORT JOB	2	1	*	0	0
XII. INSTRUCTOR/TRAINER JOB	0	*	*	1	0
XIII. ACTIVITY DISTRIBUTION JOB	10	2	*	1	0
NOT GROUPED	13	10	10	15	31

\* Less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding or nonresponse

TABLE A8

**AVERAGE PERCENT TIME SPENT PERFORMING DUTIES BY AD DAFSC 3A0X1 GROUPS**  
 (RELATIVE PERCENT OF JOB TIME)

DUTIES	3A031 (N=474)	3A051 (N=2,156)	3A071 (N=826)	3A091 (N=73)	3A000 (N=24)
A. PERFORM BUSINESS PROCESS ACTIVITIES	49	47	33	23	21
B. PERFORM ADMINISTRATIVE COMMUNICATIONS PROGRAMS	4	3	2	2	2
C. PERFORM PUBLICATIONS AND FORMS MANAGEMENT	4	2	2	1	*
D. PERFORM RECORDS MANAGEMENT PROGRAM ACTIVITIES	1	1	1	1	2
E. PERFORM CLASSIFIED PROTECTION AND DOCUMENT	6	6	7	5	2
SECURITY ACTIVITIES					
F. PERFORM WORK GROUP ADMINISTRATION (WGA) ACTIVITIES	6	9	9	5	5
G. PERFORM COMMANDER'S SUPPORT STAFF ACTIVITIES	10	10	7	5	3
H. PERFORM PROTOCOL, ESCORT, OR RELATED ACTIVITIES	3	4	5	5	9
I. PERFORM DIRECTORY SERVICES, POSTAL SERVICE CENTER (PSC), OR UNIT MAIL ROOM ACTIVITIES	11	5	3	1	1
J. PERFORM MANAGEMENT AND SUPERVISORY ACTIVITIES	3	9	22	40	45
K. PERFORM TRAINING ACTIVITIES	1	3	6	9	9
L. PERFORM GENERAL SUPPLY AND EQUIPMENT ACTIVITIES	2	3	4	4	2

\* Less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

TABLE A9  
REPRESENTATIVE TASKS PERFORMED BY AD DAFSC 3A031 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=474)
A0031 Operate office copiers or fax machines	78
A0033 Pick up incoming or outgoing administrative communications	77
A0047 Type or keyboard letters, such as official memorandum or personal	76
A0002 Assemble correspondence for signatures and dispatches	60
A0015 Distribute forms	55
A0022 Maintain files on offices of record	53
A0028 Maintain suspense files	53
A0044 Type or keyboard administrative communications, other than letters, electronic messages, staff papers, or staff summary sheets	51
A0016 Distribute publications	49
A0012 Destroy noncurrent records	46
A0032 Perform anti-virus checks	46
A0009 Coordinate administrative communications suspense	45
A0040 Review administrative communications	45
A0029 Monitor or update recall rosters	43
A0041 Review files maintenance and disposition plans	41
A0039 Retrieve records	40
B0060 Prepare communications for distribution or delivery	37
I0243 Breakdown mail	37
I0285 Sort mail	35
F0144 Create, modify, or delete directories, folders, or files	35
A0023 Maintain form letters	35
A0011 Deliver administrative communications using methods other than mobile distribution vehicles (MDVs)	34
A0021 Maintain bulletin boards	33
A0025 Maintain office supply stock levels	32
A0018 Establish publications requirements	31
A0038 Process forms requisitions	31
A0049 Type or keyboard staff summary sheets	30
A0026 Maintain publications distribution records	29
A0008 Compare addresses on containers against receipts	29
E0131 Sign receipts for accountable consolidated mail containers	28

TABLE A10  
REPRESENTATIVE TASKS PERFORMED BY AD DAFSC 3A051 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=2,156)
A0047 Type or keyboard letters, such as official memorandum or personal	88
A0031 Operate office copiers or fax machines	87
A0033 Pick up incoming or outgoing administrative communications	86
A0002 Assemble correspondence for signatures and dispatches	78
A0040 Review administrative communications	69
A0022 Maintain files on offices of record	69
A0028 Maintain suspense files	69
A0044 Type or keyboard administrative communications, other than letters, electronic messages, staff papers, or staff summary sheets	68
A0009 Coordinate administrative communications suspense	66
A0032 Perform anti-virus checks	63
A0041 Review files maintenance and disposition plans	61
A0029 Monitor or update recall rosters	60
A0015 Distribute forms	55
A0012 Destroy noncurrent records	54
A0049 Type or keyboard staff summary sheets	52
A0016 Distribute publications	52
A0025 Maintain office supply stock levels	50
F0144 Create, modify, or delete directories, folders, or files	50
A0048 Type or keyboard staff papers, such as background, point, position, or talking	47
A0018 Establish publications requirements	46
A0039 Retrieve records	46
B0060 Prepare communications for distribution or delivery	45
A0011 Deliver administrative communications using methods other than mobile distribution vehicles (MDVs)	43
A0007 Brief personnel on records management procedures	40
A0023 Maintain form letters	39
A0038 Process forms requisitions	39
J0334 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	38

TABLE A11

TASKS WHICH BEST DIFFERENTIATE BETWEEN AD DAFSC 3A031 AND DAFSC 3A051 PERSONNEL  
(PERCENT MEMBERS PERFORMING)

SELECTED TASKS				3A051 (N=2,156)	DIFFERENCE
		3A031 (N=474)	3A051 (N=2,156)		
B0054	Deliver administrative communications using MDVs	17	5	12	
A0040	Review administrative communications	45	69	-24	
A0049	Type of keyboard staff summary sheets	30	52	-22	
A0007	Brief personnel on records management procedures	19	40	-21	
A0048	Type or keyboard staff papers, such as background, point, position, or talking	26	47	-21	
A0009	Coordinate administrative communications suspense	45	66	-21	
A0041	Review files maintenance and disposition plans	41	61	-20	
J0295	Conduct self-inspections or self-assessments	9	29	-20	
A0002	Assemble correspondence for signatures and dispatches	60	78	-18	
A0025	Maintain office supply stock levels	32	50	-18	
A0029	Monitor or update recall rosters	43	60	-17	

TABLE A12  
REPRESENTATIVE TASKS PERFORMED BY AD DAFSC 3A071 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=826)
A0047 Type or keyboard letters, such as official memorandum or personal	91
A0031 Operate office copiers or fax machines	89
A0002 Assemble correspondence for signatures and dispatches	83
A0033 Pick up incoming or outgoing administrative communications	79
A0040 Review administrative communications	77
A0032 Perform anti-virus checks	72
A0044 Type or keyboard administrative communications, other than letters, electronic messages, staff papers, or staff summary sheets	72
A0009 Coordinate administrative communications suspense	66
A0028 Maintain suspense files	66
J0334 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	65
A0049 Type or keyboard staff summary sheets	63
A0012 Destroy noncurrent records	62
A0022 Maintain files on offices of record	61
A0048 Type or keyboard staff papers, such as background, point, position, or talking	61
A0041 Review files maintenance and disposition plans	61
A0029 Monitor or update recall rosters	59
F0144 Create, modify, or delete directories, folders, or files	57
J0345 Supervise military personnel	51
J0350 Write recommendations for awards or decorations	51
J0295 Conduct self-inspections or self-assessments	51
B0060 Prepare communications for distribution or delivery	50
A0025 Maintain office supply stock levels	50
J0348 Write performance reports or supervisory appraisals	49
J0297 Conduct supervisory performance feedback sessions	48
J0305 Determine or establish work assignments or priorities	48
A0011 Deliver administrative communications using methods other than mobile distribution vehicles (MDVs)	48
A0007 Brief personnel on records management procedures	46
J0301 Counsel subordinates concerning personal matters	46

TABLE A13

TASKS WHICH BEST DIFFERENTIATE BETWEEN AD DAFSC 3A051 AND DAFSC 3A071 PERSONNEL  
(PERCENT MEMBERS PERFORMING)

SELECTED TASKS	3A051 (N=2,156)	3A071 (N=826)	DIFFERENCE
	55	35	20
A0015 Distribute forms	55	35	20
A0016 Distribute publications	52	35	17
A0038 Process forms requisitions	39	24	15
A0023 Maintain form letters	39	25	14
A0039 Retrieve records	46	34	12
A0018 Establish publications requirements	46	35	11
A0026 Maintain publications distribution records	34	24	10
J0345 Supervise military personnel	16	51	-35
J0350 Write recommendations for awards or decorations	16	51	-35
J0348 Write performance reports or supervisory appraisals	15	49	-34
J0297 Conduct supervisory performance feedback sessions	15	48	-33
J0301 Counsel subordinates concerning personal matters	15	46	-31
J0305 Determine or establish work assignments or priorities	19	48	-29
J0347 Write job descriptions	10	39	-29
J0332 Interpret policies, directives, or procedures for subordinates	12	40	-28
J0302 Determine budget requirements	9	37	-28
J0334 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	38	65	-27
J0312 Establish performance standards for subordinates	12	38	-26

TABLE A14  
REPRESENTATIVE TASKS PERFORMED BY AD DAFSC 3A091 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=73)
J0334      Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	86
A0047      Type or keyboard letters, such as official memorandum or personal	85
J0350      Write recommendations for awards or decorations	79
A0031      Operate office copiers or fax machines	79
A0040      Review administrative communications	77
J0332      Interpret policies, directives, or procedures for subordinates	75
A0002      Assemble correspondence for signatures and dispatches	75
J0301      Counsel subordinates concerning personal matters	75
A0049      Type or keyboard staff summary sheets	75
J0305      Determine or establish work assignments or priorities	74
A0048      Type or keyboard staff papers, such as background, point, position, or talking	74
J0345      Supervise military personnel	71
J0308      Develop or establish work methods or procedures	71
J0294      Conduct general meetings, such as staff meetings, briefings, conferences, or workshops	71
A0032      Perform anti-virus checks	70
J0297      Conduct supervisory performance feedback sessions	67
A0044      Type or keyboard administrative communications, other than letters, electronic messages, staff papers, or staff summary sheets	66
J0299      Conduct supervisory orientations for newly assigned personnel	66
J0348      Write performance reports or supervisory appraisals	64
A0033      Pick up incoming or outgoing administrative communications	63
J0335      Plan briefings, conferences, or workshops	63
J0309      Develop or establish work schedules	63
J0347      Write job or position descriptions	63
K0360      Determine training requirements	62
J0291      Assign personnel to work areas or duty positions	62
J0318      Evaluate job or position descriptions	62
J0312      Establish performance standards for subordinates	60
J0302      Determine budget requirements	60

TABLE A15

TASKS WHICH BEST DIFFERENTIATE BETWEEN AD DAFSC 3A071 AND DAFSC 3A091 PERSONNEL  
(PERCENT MEMBERS PERFORMING)

SELECTED TASKS	3A071 (N=826)	3A091 (N=73)	DIFFERENCE
A0022 Maintain files on offices of record	61	34	27
A0025 Maintain office supply stock levels	50	27	23
A0012 Destroy noncurrent records	62	44	18
A0008 Compare addresses on containers against receipts	40	23	17
A0005 Brief patrons on use of publications libraries	33	16	17
A0011 Deliver administrative communications using methods other than mobile distributions vehicles (MDVs)	48	32	16
A0033 Pick up incoming or outgoing administrative communications	79	63	16
A0018 Establish publications requirements	35	19	16
A0015 Distribute forms	35	19	16
A0016 Distribute publications	35	19	16
<hr/>			
J0032 Interpret policies, directives, or procedures for subordinates	40	75	-35
J0221 Evaluate personnel for promotion, demotion, reclassification, or special awards	21	55	-34
J0329 Indorse performance reports or supervisory appraisals	20	52	-32
J0330 Initiate personnel action requests	27	59	-32
J0318 Evaluate job or position descriptions	31	62	-31
J0291 Assign personnel to work areas or duty positions	31	62	-31
J0294 Conduct general meetings, such as staff meetings, briefings, conferences, or workshops	41	71	-30
J0299 Conduct supervisory orientations for newly assigned personnel	36	66	-30
J0301 Counsel subordinates concerning personal matters	46	75	-29
J0335 Plan briefings, conferences, or workshops	34	63	-29
J0319 Evaluate logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace	20	49	-29

TABLE A16

## REPRESENTATIVE TASKS PERFORMED BY AD DAFSC 3A000 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=24)
A0047 Type or keyboard letters, such as official memorandum or personal	96
A0040 Review administrative communications	88
A0031 Operate office copiers or fax machines	83
J0294 Conduct general meetings, such as staff meetings, briefings, conferences, or workshops	79
J0334 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	75
J0350 Write recommendations for awards or decorations	75
J0335 Plan briefings, conferences, or workshops	75
A0048 Type or keyboard staff papers, such as background, point, position, or talking	75
A0049 Type or keyboard staff summary sheets	75
J0301 Counsel subordinates concerning personal matters	71
A0002 Assemble correspondence for signatures and dispatches	71
J0345 Supervise military personnel	67
A0044 Type or keyboard administrative communications, other than letters, electronic messages, staff papers, or staff summary sheets	67
J0302 Determine budget requirements	67
J0305 Determine or establish work assignments or priorities	67
J0332 Interpret policies, directives, or procedures for subordinates	63
J0348 Write performance reports or supervisory appraisals	63
J0291 Assign personnel to work areas or duty positions	63
A0032 Perform anti-virus checks	58
J0308 Develop or establish work methods or procedures	54
J0297 Conduct supervisory performance feedback sessions	54
J0321 Evaluate personnel for promotion, demotion, reclassification, or special awards	54
J0312 Establish performance standards for subordinates	54
J0329 Indorse performance reports or supervisory appraisals	54
F0144 Create, modify, or delete directories, folders, or files	54
J0347 Write job or position descriptions	54
J0318 Evaluate job or position descriptions	54
J0299 Conduct supervisory orientations for newly assigned	50

TABLE A17

**TASKS WHICH BEST DIFFERENTIATE BETWEEN AD DAFSC 3A091 AND DAFSC 3A000 PERSONNEL  
(PERCENT MEMBERS PERFORMING)**

SELECTED TASKS	3A091 (N=73)		3A000 (N=24)		DIFFERENCE
	3A091 (N=73)	3A000 (N=24)	3A091 (N=73)	3A000 (N=24)	
L0386 Inventory equipment, tools, parts, or supplies	40	0	40	40	
K0358 Conduct OJT	56	21	56	35	
A0007 Brief personnel on records management procedures	42	8	34	34	
A0027 Maintain records, other than publications distribution, weight management and fitness improvement, training, or equipment and supply records	30	0	30	30	
A0029 Monitor or update recall rosters	45	17	28	28	
K0372 Maintain training recall rosters	49	21	28	28	
A0030 Operate audiovisual equipment	36	8	28	28	
A0012 Destroy noncurrent records	44	17	27	27	
L0383 Identify and report equipment or supply problems	42	17	25	25	
A0045 Type or keyboard electronic messages using SARAH Lite	29	4	25	25	
<hr/>					
H0213 Determine preferences of guests of honor	12	33	-21	-21	
K0368 Evaluate effectiveness of training programs, plans, or procedures	16	33	-17	-17	
J0349 Write performance work standards (PWSSs)	16	33	-17	-17	
H0200 Arrange for entertainment	10	25	-15	-15	
K0359 Conduct training conferences, briefings, or debriefings	19	33	-14	-14	
J0335 Plan briefings, conferences, or workshops	63	75	-12	-12	
J0307 Develop inputs to mobility, contingency, disaster preparedness, or unit emergency or alert plans	26	38	-11	-11	
J0333 Investigate accident or incidents	22	33	-11	-11	
H0230 Investigate itineraries or sequence of events	14	25	-11	-11	
A0047 Type or keyboard letters, such as official memorandum or personal	85	96	-11	-11	
A0040 Review administrative communications	77	88	-11	-11	

TABLE A18

AVGAE PERCENT TIME SPENT PERFORMING DUTIES BY AFRC DAFSC 3A0X1 GROUPS  
(RELATIVE PERCENT OF JOB TIME)

DUTIES	3A051 (N=234)	3A071 (N=182)	3A091 (N=13)	3A000 (N=5)
A. PERFORM BUSINESS PROCESS ACTIVITIES	53	42	23	19
B. PERFORM ADMINISTRATIVE COMMUNICATIONS PROGRAMS	3	3	2	2
C. ACTIVITIES				
C. PERFORM PUBLICATIONS AND FORMS MANAGEMENT	4	4	3	6
D. PERFORM RECORDS MANAGEMENT PROGRAM ACTIVITIES	*	1	5	1
E. PERFORM CLASSIFIED PROTECTION AND DOCUMENT	2	2	4	1
F. SECURITY ACTIVITIES				
F. PERFORM WORK GROUP ADMINISTRATION (WGA) ACTIVITIES	7	6	8	8
G. PERFORM COMMANDER'S SUPPORT STAFF ACTIVITIES	10	10	2	6
H. PERFORM PROTOCOL, ESCORT, OR RELATED ACTIVITIES	2	4	5	2
I. PERFORM DIRECTORY SERVICES, POSTAL SERVICE CENTER	7	4	8	4
(PSC), OR UNIT MAIL ROOM ACTIVITIES				
J. PERFORM MANAGEMENT AND SUPERVISORY ACTIVITIES	7	15	25	37
K. PERFORM TRAINING ACTIVITIES	2	6	9	12
L. PERFORM GENERAL SUPPLY AND EQUIPMENT ACTIVITIES	1	2	3	3

\* Less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

TABLE A19

## REPRESENTATIVE TASKS PERFORMED BY AFRC DAFSC 3A051 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=234)
A0047 Type or keyboard letters, such as official memorandum or personal	84
A0031 Operate office copiers or fax machines	84
A0002 Assemble correspondence for signatures and dispatches	75
A0033 Pick up incoming or outgoing administrative communications	74
A0022 Maintain files on offices of record	64
A0040 Review administrative communications	62
A0044 Type or keyboard administrative communications, other than letters, electronic messages, staff papers, or staff summary sheets	60
A0041 Review files maintenance and disposition plans	55
A0015 Distribute forms	52
A0023 Maintain form letters	51
A0032 Perform anti-virus check	48
G0147 Maintain personnel information files (PIFs)	47
A0012 Destroy noncurrent records	47
A0028 Maintain suspense files	47
A0016 Distribute publications	42
F0144 Create, modify, or delete directories, folders, or files	42
A0027 Maintain records, other than publications distribution, weight management and fitness improvement, or equipment and supply records	40
G0182 Perform in- or out-processing of unit personnel	38
A0009 Coordinate administrative communications suspense	38

TABLE A20

## REPRESENTATIVE TASKS PERFORMED BY AFRC DAFSC 3A071 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=182)
A0047 Type or keyboard letters, such as official memorandum or personal	92
A0031 Operate office copiers or fax machines	91
A0002 Assemble correspondence for signatures and dispatches	85
A0033 Pick up incoming or outgoing administrative communications	85
A0040 Review administrative communications	75
A0044 Type or keyboard administrative communications, other than letters, electronic messages, staff papers, or staff summary sheets	68
A0009 Coordinate administrative communications suspense	66
A0041 Review files maintenance and disposition plans	65
A0022 Maintain files on offices of record	64
A0032 Perform anti-virus checks	62
A0028 Maintain suspense files	60
J0334 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	60
G0167 Maintain personnel information files (PIFs)	55
A0012 Destroy noncurrent records	55
A0027 Maintain records, other than publications distribution, weight management and fitness improvement, or equipment and supply records	53
A0007 Brief personnel on records management procedures	52
A0023 Maintain form letters	51
A0006 Brief personnel on Privacy Act procedures	51
J0295 Conduct self-inspections or self-assessments	49
F0144 Create, modify, or delete directories, folders, or files	48
A0048 Type or keyboard staff papers, such as background, point, position, or talking	46

TABLE A21

TASKS WHICH BEST DIFFERENTIATE BETWEEN AFRC DAFSC 3A051 AND DAFSC 3A071 PERSONNEL  
(PERCENT MEMBERS PERFORMING)

SELECTED TASKS	3A051 (N=234)	3A071 (N=182)	DIFFERENCE
J0305 Determine or establish work assignments or priorities	12	45	-33
J0345 Supervise military personnel	11	41	-30
A0009 Coordinate administrative communications suspenses	38	66	-28
J0297 Conduct supervisory performance feedback sessions	6	32	-26
K0365 Evaluate personnel to determine training needs	6	32	-26
J0332 Interpret policies, directives, or procedures for subordinates	4	30	-26
K0376 Schedule training	9	34	-25
K0358 Conduct OJT	18	43	-25
J0350 Write recommendations for awards or decorations	6	31	-25
J0295 Conduct self-inspections or self-assessments	25	49	-24
A0006 Brief personnel on Privacy Act procedures	26	51	-25

TABLE A22

## REPRESENTATIVE TASKS PERFORMED BY AFRC DAFSC 3A091 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=13)
A0031 Operate office copiers or fax machines	92
J0334 Participate in general meeting, such as staff meetings, briefings, conferences, or workshops, other than conducting	92
A0032 Perform anti-virus checks	92
A0047 Type or keyboard letters, such as official memorandum or personal	85
A0007 Brief personnel on records management procedures	85
A0041 Review files maintenance and disposition plans	77
A0040 Review administrative communications	77
J0295 Conduct self-inspections or self-assessments	77
A0006 Brief personnel on Privacy Act procedures	77
D0087 Approve files maintenance and disposition plans	69
A0033 Pick up incoming or outgoing administrative communications	69
J0296 Conduct staff assistance visits, inspections, or audits	69
F0144 Create, modify, or delete directories, folders, or files	69
J0308 Develop or establish work methods or procedures	69
A0048 Type or keyboard staff papers, such as background, point, position, or talking	69
F0146 Install equipment, such as monitors, keyboards, CPUs, or mice	69
A0005 Brief patrons on use of publications libraries	69
J0332 Interpret policies, directives, or procedures for subordinates	62
J0344 Supervise civilian employees	62
K0358 Conduct OJT	62
J0345 Supervise military personnel	62
E0132 Verify individuals' access to classified documents or materials	62
J0294 Conduct general meetings, such as staff meetings, briefing, conferences, or workshops	62
J0348 Write performance reports or supervisory appraisals	62
J0305 Determine or establish work assignments or priorities	62
K0360 Determine training requirements	62
K0376 Schedule training	62
J0309 Develop or establish work schedules	62

TABLE A23

**TASKS WHICH BEST DIFFERENTIATE BETWEEN AFRC DAFSC 3A071 AND DAFSC 3A091 PERSONNEL  
(PERCENT MEMBERS PERFORMING)**

SELECTED TASKS	3A071 (N=182)	3A091 (N=13)	DIFFERENCE
G0182 Perform in- or out-processing of unit personnel	46	0	46
A0002 Assemble correspondence for signatures and dispatches	85	46	39
A0023 Maintain form letters	51	15	36
G0167 Maintain personnel information files (PIFs)	55	23	32
A0015 Distribute forms	53	23	30
A0044 Type of keyboard administrative communications, other than letters, electronic messages, staff papers, or staff summary sheets	68	46	22
A0016 Distribute publications	43	23	20
G0169 Maintain unit unfavorable information files (UIFs)	18	0	18
G0165 Identify no-shows for commander's calls	18	0	18
A0025 Maintain office supply stock levels	41	23	18
<hr/>			
D0087 Approve files maintenance and disposition plans	9	69	-60
J0344 Supervise civilian employees	4	62	-58
J0300 Coordinate host-tenant or interservice agreements with appropriate agencies	4	62	-58
D0092 Coordinate FOIA requests	8	62	-54
J0307 Develop inputs to mobility, contingency, disaster preparedness, or unit emergency or alert plans	10	62	-52
K0354 Assign formal course instructors or on-the-job training (OJT) trainers or certifiers	11	62	-51
J0318 Evaluate job or position descriptions	11	62	-51
J0347 Write job or position descriptions	13	62	-49
D0093 Determine FOIA request costs	6	54	-48
K0366 Evaluate training methods or techniques of instructors	7	54	-47
J0304 Determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace	15	62	-47

TABLE A24

## REPRESENTATIVE TASKS PERFORMED BY AFRC DAFSC 3A000 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=5)	
J0345	Supervise military personnel	100
J0305	Determine or establish work assignments or priorities	100
J0348	Write performance reports or supervisory appraisals	100
J0346	Write inspection reports	80
K0360	Determine training requirements	80
K0363	Develop training materials or aids	80
K0376	Schedule training	80
J0306	Develop self-inspection or self-assessment program checklists	80
F0144	Create, modify, or delete directories, folders, or files	80
J0321	Evaluate personnel for promotion, demotion, reclassification, or special awards	80
A0047	Type or keyboard letters, such as official memorandum or personal	80
J0319	Evaluate logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace	80
J0334	Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	80
J0297	Conduct supervisory performance feedback sessions	80
J0295	Conduct self-inspections or self-assessments	80
J0318	Evaluate job or position descriptions	80
J0296	Conduct staff assistance visits, inspections, or audits	80
J0308	Develop or establish work methods or procedures	80
A0002	Assemble correspondence for signatures and dispatches	80
A0028	Maintain suspense files	80
A0031	Operate office copiers or fax machines	80
J0312	Establish performance standards for subordinates	80
F0145	Format drives	80
J0347	Write job or position descriptions	80
A0048	Type or keyboard staff papers, such as background, point, position, or talking	80

TABLE A25

TASKS WHICH BEST DIFFERENTIATE BETWEEN AFRC DAFSC 3A091 AND DAFSC 3A000 PERSONNEL  
(PERCENT MEMBERS PERFORMING)

SELECTED TASKS	3A091 (N=13)	3A000 (N=5)	DIFFERENCE
A0008 Compare addresses on containers against receipts	69	0	69
E0131 Sign receipts for accountable consolidated mail containers	62	0	62
E0132 Verify individuals; access to classified documents or materials	62	0	62
A0001 Annotate security forms for facilities or security containers	54	0	54
E0133 Verify receipt of classified documents or materials	54	0	54
D0098 Maintain logs of requests for FOIA information	46	0	46
B0063 Provide pouch services to local units	46	0	46
A0030 Operate audiovisual equipment	46	0	46
A0003 Assign accountable container numbers	46	0	46
E0112 Destroy classified documents, materials, or waste	46	0	46
<hr/>			
G0170 Maintain weight management and fitness improvement records	8	60	-52
G0158 Administer body fat testing programs	8	60	-52
G0199 Weigh unit personnel	15	60	-45
J0319 Evaluate logistics requirements, such as personnel, equipment, tools, parts, supplies or workspace	38	80	-42
<hr/>			
J0346 Write inspection reports	38	80	-42
G0160 Administer ration card programs	0	40	-40
J0345 Supervise military personnel	62	100	-38
J0305 Determine or establish work assignments or priorities	62	100	-38
J0348 Write performance reports or supervisory appraisals	62	100	-38
F0136 Change client or user profiles	23	60	-37
L0382 Evaluate serviceability of equipment, tools, parts, or supplies	23	60	-37

TABLE A26

AVERAGE PERCENT TIME SPENT PERFORMING DUTIES BY ANG DAFSC 3A0X1 GROUPS  
(RELATIVE PERCENT OF JOB TIME)

DUTIES	3A051 (N=403)	3A071 (N=216)
A. PERFORM BUSINESS PROCESS ACTIVITIES	55	42
B. PERFORM ADMINISTRATIVE COMMUNICATIONS ACTIVITIES	3	3
C. PERFORM PUBLICATIONS AND FORMS MANAGEMENT	5	6
D. PERFORM RECORDS MANAGEMENT PROGRAM ACTIVITIES	1	2
E. PERFORM CLASSIFIED PROTECTION AND DOCUMENT SECURITY ACTIVITIES	2	2
F. PERFORM WORK GROUP ADMINISTRATION (WGA) ACTIVITIES	6	6
G. PERFORM COMMANDER'S SUPPORT STAFF ACTIVITIES	8	3
H. PERFORM PROTOCOL, ESCORT, OR RELATED ACTIVITIES	2	3
I. PERFORM DIRECTORY SERVICES, POSTAL SERVICE CENTER (PSC), OR UNIT MAIL ROOM ACTIVITIES	6	6
J. PERFORM MANAGEMENT AND SUPERVISORY ACTIVITIES	6	12
K. PERFORM TRAINING ACTIVITIES	4	7
L. PERFORM GENERAL SUPPLY AND EQUIPMENT ACTIVITIES	2	2

\* Less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

TABLE A27

## REPRESENTATIVE TASKS PERFORMED BY ANG DAFSC 3A051 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=403)
A0031 Operate office copiers or fax machines	86
A0047 Type or keyboard letters, such as official memorandum or personal	80
A0033 Pick up incoming or outgoing administrative communications	79
A0022 Maintain files on offices of record	67
A0002 Assemble correspondence for signatures and dispatches	63
A0044 Type or keyboard administrative communications, other than letters, electronic messages, staff papers, or staff summary sheets	59
A0041 Review files maintenance and disposition plans	58
A0012 Destroy noncurrent records	58
A0015 Distribute forms	56
A0023 Maintain form letters	55
A0016 Distribute publications	52
A0040 Review administrative communications	50
B0060 Prepare communications for distribution or delivery	48
A0028 Maintain suspense files	47
A0027 Maintain records, other than publications	46
A0029 Monitor or update recall rosters	45
A0026 Maintain publications distribution records	43
F0144 Create, modify, or delete directories, folders, or files	43
A0039 Retrieve records	41
A0032 Perform anti-virus check	40
A0018 Establish publications requirements	39
C0081 Maintain publications record sets	39
A0025 Maintain office supply stock levels	38

TABLE A28

## REPRESENTATIVE TASKS PERFORMED BY ANG DAFSC 3A071 PERSONNEL

TASKS	PERCENT MEMBERS PERFORMING (N=216)
A0031 Operate office copiers or fax machines	91
A0047 Type or keyboard letters, such as official memorandum or personal	87
A0033 Pick up incoming or outgoing administrative communications	84
A0002 Assemble correspondence for signatures and dispatches	75
A0041 Review files maintenance and disposition plans	75
A0022 Maintain files on offices of record	74
A0040 Review administrative communications	71
A0028 Maintain suspense files	71
A0044 Type or keyboard administrative communications, other than letters, electronic messages, staff papers, or staff summary sheets	69
A0023 Maintain form letters	66
A0012 Destroy noncurrent records	64
A0032 Perform anti-virus checks	62
A0016 Distribute publications	61
B0060 Prepare communications for distribution or delivery	61
A0015 Distribute forms	59
A0009 Coordinate administrative communications suspense	58
A0027 Maintain records, other than publications	57
A0007 Brief personnel on records management procedures	57
F0144 Create, modify, or delete directories, folders, or files	56
A0005 Brief patrons on use of publications libraries	56
J0334 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	55
C0074 Conduct annual reviews of publications	53
A0018 Establish publications requirements	53

TABLE A29

**TASKS WHICH BEST DIFFERENTIATE BETWEEN ANG AFSC 3A051 AND DAFSC 3A071 PERSONNEL  
(PERCENT MEMBERS PERFORMING)**

SELECTED TASKS	3A051 (N=403)	3A071 (N=216)	DIFFERENCE
J0296 Conduct staff assistance visit, inspections, or audits	16	43	-27
J0308 Develop or establish work methods or procedures	16	43	-27
K0358 Conduct OJT	19	44	-25
J0295 Conduct self-inspections or self-assessments	22	47	-25
A0009 Coordinate administrative communications suspense	33	58	-25
A0028 Maintain suspense files	47	71	-24
J0345 Supervise military personnel	10	34	-24
K0376 Schedule training	13	37	-24
B0062 Provide guidelines for correspondence preparation	14	37	-23
K0360 Determine training requirements	10	33	-23
K0365 Evaluate personnel to determine training needs	12	34	-22

TABLE A30

## PERCENTAGE OF TIME SPENT ON DUTIES BY AD AFSIC 3A0X1 MAJCOM GROUPS

DUTIES	ACC (N=754)	AETC (N=572)	AMC (N=385)	AFMC (N=413)	PACAF (N=321)
A. PERFORM BUSINESS PROCESS ACTIVITIES	46	44	45	41	46
B. PERFORM ADMINISTRATIVE COMMUNICATIONS PROGRAMS ACTIVITIES	33	3	3	2	2
C. PERFORM PUBLICATIONS AND FORMS MANAGEMENT	3	3	3	2	3
D. PERFORM RECORDS MANAGEMENT PROGRAM ACTIVITIES	1	1	1	1	1
E. PERFORM CLASSIFIED PROTECTION AND DOCUMENT PROGRAM ACTIVITIES	5	2	4	5	6
F. PERFORM SECURITY ACTIVITIES	7	9	10	7	8
G. PERFORM WORK GROUP ADMINISTRATION (WGA) ACTIVITIES	3	10	9	10	9
H. PERFORM COMMANDER'S SUPPORT STAFF ACTIVITIES	3	5	4	5	4
I. PERFORM DIRECTORY SERVICES, POSTAL SERVICE CENTER (PSC), OR UNIT MAIL ROOM ACTIVITIES	5	5	5	6	3
J. PERFORM MANAGEMENT AND SUPERVISORY ACTIVITIES	10	13	10	13	12
K. PERFORM TRAINING ACTIVITIES	3	5	3	3	4
L. PERFORM GENERAL SUPPLY AND EQUIPMENT ACTIVITIES	2	3	3	4	2

\* Less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

TABLE A30 (Cont.)

## PERCENTAGE OF TIME SPENT ON DUTIES BY AD AFSC 3A0X1 MAJCOM GROUPS

DUTIES	USAFE (N=233)	SPACE (N=225)	AIA (N=142)	EUR (N=85)	AFOSI (N=82)
A. PERFORM BUSINESS PROCESS ACTIVITIES	42	44	40	35	33
B. PERFORM ADMINISTRATIVE COMMUNICATIONS PROGRAMS ACTIVITIES	3	3	3	3	2
C. PERFORM PUBLICATIONS AND FORMS MANAGEMENT PROGRAM ACTIVITIES	2	2	2	1	1
D. PERFORM RECORDS MANAGEMENT PROGRAM ACTIVITIES	1	1	1	*	1
E. PERFORM CLASSIFIED PROTECTION AND DOCUMENT SECURITY ACTIVITIES	6	5	15	21	13
F. PERFORM WORK GROUP ADMINISTRATION (WGA) ACTIVITIES	10	7	5	5	11
G. PERFORM COMMANDER'S SUPPORT STAFF ACTIVITIES	9	10	5	5	9
H. PERFORM PROTOCOL, ESCORT, OR RELATED ACTIVITIES	5	4	3	6	4
I. PERFORM DIRECTORY SERVICES, POSTAL SERVICE CENTER (PSC), OR UNIT MAIL ROOM ACTIVITIES	5	5	8	5	5
J. PERFORM MANAGEMENT AND SUPERVISORY ACTIVITIES	13	11	12	13	13
K. PERFORM TRAINING ACTIVITIES	3	4	4	2	2
L. PERFORM GENERAL SUPPLY AND EQUIPMENT ACTIVITIES	2	4	2	3	6

\* Less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

TABLE A30 (Cont.)

## PERCENTAGE OF TIME SPENT ON DUTIES BY AD AFSCC 3A0X1 MAJCOM GROUPS

DUTIES	AFSOC (N=68)	PACOM (N=41)	USEUC (N=30)	ELM (N=24)
A. PERFORM BUSINESS PROCESS ACTIVITIES	43	32	31	35
B. PERFORM ADMINISTRATIVE COMMUNICATIONS PROGRAMS ACTIVITIES	2	3	2	3
C. PERFORM PUBLICATIONS AND FORMS MANAGEMENT	2	1	1	1
D. PERFORM RECORDS MANAGEMENT PROGRAM ACTIVITIES	*	*	1	*
E. PERFORM CLASSIFIED PROTECTION AND DOCUMENT SECURITY ACTIVITIES	8	15	19	3
F. PERFORM WORK GROUP ADMINISTRATION (WGA) ACTIVITIES	10	12	7	6
G. PERFORM COMMANDER'S SUPPORT STAFF ACTIVITIES	6	3	5	4
H. PERFORM PROTOCOL, ESCORT, OR RELATED ACTIVITIES	4	6	4	4
I. PERFORM DIRECTORY SERVICES, POSTAL SERVICE CENTER (PSC), OR UNIT MAIL ROOM ACTIVITIES	4	8	8	5
J. PERFORM MANAGEMENT AND SUPERVISORY ACTIVITIES	13	10	14	22
K. PERFORM TRAINING ACTIVITIES	4	4	2	11
L. PERFORM GENERAL SUPPLY AND EQUIPMENT ACTIVITIES	2	6	6	5

\* Less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding

TABLE A31

RELATIVE PERCENT OF TIME SPENT ON DUTIES  
BY AD AFSC 3A0X1 FIRST-ENLISTMENT PERSONNEL

DUTIES	PERCENT MEMBERS PERFORMING (N=936)
A. PERFORM BUSINESS PROCESS ACTIVITIES	52
B. PERFORM ADMINISTRATIVE COMMUNICATIONS PROGRAMS ACTIVITIES	4
C. PERFORM PUBLICATIONS AND FORMS MANAGEMENT PROGRAM ACTIVITIES	4
D. PERFORM RECORDS MANAGEMENT PROGRAM ACTIVITIES	1
E. PERFORM CLASSIFIED PROTECTION AND DOCUMENT SECURITY ACTIVITIES	6
F. PERFORM WORK GROUP ADMINISTRATION (WGA) ACTIVITIES	6
G. PERFORM COMMANDER'S SUPPORT STAFF ACTIVITIES	11
H. PERFORM PROTOCOL, ESCORT, OR RELATED ACTIVITIES	3
I. PERFORM DIRECTORY SERVICES, POSTAL SERVICE CENTER (PSC), OR UNIT MAIL ROOM ACTIVITIES	9
J. PERFORM MANAGEMENT AND SUPERVISORY ACTIVITIES	3
K. PERFORM TRAINING ACTIVITIES	1
L. PERFORM GENERAL SUPPLY AND EQUIPMENT ACTIVITIES	1

NOTE: Columns may not add to 100 percent due to rounding

TABLE A32

**REPRESENTATIVE TASKS PERFORMED BY AD AFSC 3A0X1  
FIRST-ENLISTMENT PERSONNEL**

SELECTED TASKS	PERCENT MEMBERS PERFORMING (N=936)
A0047 Type or keyboard letters, such as official memorandum or personal	82
A0031 Operate office copiers or fax machines	79
A0033 Pick up incoming or outgoing administrative communications	77
A0002 Assemble correspondence for signatures and dispatches	60
A0022 Maintain files on offices of record	60
A0015 Distribute forms	57
A0028 Maintain suspense files	57
A0044 Type or keyboard administrative communications, other than letters, electronic messages, staff papers, or staff summary sheets	55
A0029 Monitor or update recall rosters	51
A0016 Distribute publications	50
A0009 Coordinate administrative communications suspenses	49
A0039 Retrieve records	47
A0040 Review administrative communications	47
A0012 Destroy noncurrent records	45
A0041 Review files maintenance and disposition plans	45
A0032 Perform anti-virus checks	45
A0023 Maintain form letters	39
B0060 Prepare communications for distribution or delivery	35
F0144 Create, modify, or delete directories, folders, or files	35
A0049 Type or keyboard staff summary sheets	35
A0025 Maintain office supply stock levels	35
I0285 Sort mail	34
A0038 Process forms requisitions	33
A0021 Maintain bulletin boards	33
I0243 Breakdown mail	33
A0018 Establish publications requirements	33
A0011 Deliver administrative communications using methods other than mobile distribution vehicles (MDVs)	33
A0026 Maintain publications distribution records	30
A0048 Type or keyboard staff papers, such as background, point, position, or talking	29

TABLE A33

## TECHNICAL TASKS RATED HIGHEST IN TRAINING EMPHASIS (TE) BY AD AFSC 3A0X1 PERSONNEL

SELECTED TASKS	PERCENT MEMBERS PERFORMING			
	TNG EMP*	1ST JOB (N=657)	1ST ENL (N=936)	TASK DIFF**
F0148 Install, modify, or remove applications software	6.65	11	12	6.42
F0146 Install equipment, such as monitors, keyboards, CPUs, or mice	6.59	17	18	4.96
F0144 Create, modify, or delete directories, folders, or files	6.53	34	35	5.06
F0145 Format drives	6.48	23	34	5.10
F0149 Install, modify, or remove systems securities, such as passwords or screensavers	6.35	14	16	6.08
F0142 Connect peripherals, such as printers, scanners, or speakers	6.32	11	10	5.43
F0153 Troubleshoot applications or operating systems software	6.23	10	11	7.56
F0139 Configure peripherals, such as printers, scanners, or speakers	6.20	7	7	6.90
F0157 Troubleshoot peripherals, such as printers, scanners, or speakers	6.18	8	10	7.39
F0154 Troubleshoot equipment, such as monitors, keyboards, CPUs, or mice	6.17	11	12	7.47
F0152 Transfer files	6.17	19	21	5.30
F0143 Create boot disks	6.04	6	6	5.63
F0151 Perform initial workstation setups	5.96	5	6	6.65
F0135 Backup or restore drives	5.94	12	12	5.89

\* TE MEAN = 2.31      S.D. = 1.40      (High TE  $\geq$  3.71)  
 \*\* TD MEAN = 5.00      S.D. = 1.00

TABLE A34

## TECHNICAL TASKS RATED HIGHEST IN TASK DIFFICULTY (TD) BY AD AFSC 3A0X1 PERSONNEL

SELECTED TASKS	PERCENT MEMBERS PERFORMING					
	TASK DIFF*	1ST JOB (N=657)	1ST ENL (N=936)	DAFSC 3A051	DAFSC 3A071	TNG EMP**
A0014 Develop web pages	8.18	4	4	9	13	3.97
F0155 Troubleshoot internal components, such as network interface cards, memory chips, or sound cards	7.80	4	4	10	15	5.46
F0156 Troubleshoot network connectivity	7.65	5	5	12	16	5.69
F0153 Troubleshoot applications or operating systems software	7.56	10	11	21	26	6.23
F0154 Troubleshoot equipment, such as monitors, keyboards, CPUs, or mice	7.47	11	12	21	28	6.17
F0157 Troubleshoot peripherals, such as printers, scanners, or speakers	7.39	8	10	22	29	6.18
F0140 Configure workstations for network connectivity	7.29	5	4	12	18	5.84
F0147 Install internal components, such as network interface cards, memory chips, or sound cards	7.07	6	6	14	19	5.57
F0139 Configure peripherals, such as printers, scanners, or speakers	6.90	7	7	17	24	6.20
F0151 Perform initial workstation setups	6.65	5	6	15	20	5.96
F0150 Manage workcenter electronic mail (e-mail) accounts	6.48	11	12	18	22	5.77
F0148 Install, modify, or remove applications software	6.42	11	12	30	38	6.65
F0136 Change client or user profiles	6.11	6	6	10	14	4.96

\* TD MEAN = 5.00 S.D. = 1.00  
 \*\* TE MEAN = 2.31 S.D. = 1.40

(High TE >= 3.71)

TABLE A35

TECHNICAL TASKS RATED HIGHEST IN TRAINING EMPHASIS (TE) BY NON-AFSC 3A0X1 ENLISTED SUPERVISORS  
OF AD AFSC 3A0X1 PERSONNEL

SELECTED TASKS	PERCENT MEMBERS PERFORMING					
	TE ENL*	TE OFF**	TNG EMP***	1ST ENL (N=657)	1ST JOB (N=936)	TSK DIFF***
A0047 Type or keyboard letters, such as official memorandum or personal	6.16	5.75	5.93	79	82	4.34
A0028 Maintain suspense files	5.94	5.33	4.88	54	57	4.05
A0022 Maintain files on offices of record	5.53	4.65	5.58	56	60	5.03
F0144 Create, modify, or delete directories, folders, or files	5.39	5.89	6.53	34	35	5.06
A0048 Type or keyboard staff papers, such as background, point, position, or talking	5.39	5.23	5.06	25	29	4.67
A0041 Review files maintenance and disposition plans	5.35	4.79	4.86	42	45	5.29
A0044 Type or keyboard administrative communications, other than letters, electronic messages, staff papers, or staff summary sheets	4.97	4.62	4.44	51	55	4.55
A0009 Coordinate administrative communications suspenses	4.82	4.23	4.23	45	49	3.55
F0146 Install equipment, such as monitors, keyboards, CPUs, or mice	4.80	5.65	6.69	17	18	4.96

\* TE ENL MEAN = 1.83 S.D. = 1.29 (High TE ENL  $> = 3.12$ )

\*\* TE OFF MEAN = 1.90 S.D. = 1.32 (High TE OFF  $> = 3.22$ )

\*\*\* TE MEAN = 2.31 S.D. = 1.40 (High TE  $> = 3.71$ )

\*\*\*\* TD MEAN = 5.00 S.D. = 1.00

TABLE A36

TECHNICAL TASKS RATED HIGHEST IN TRAINING EMPHASIS (TE) BY OFFICER SUPERVISORS OF  
**AD AFSC 3A0X1 PERSONNEL**

SELECTED TASKS	PERCENT MEMBERS PERFORMING					
	TE OFF*	TE ENL**	TNG EMP***	1ST ENL (N=657)	1ST JOB (N=936)	TSK DIFF****
F0152 Transfer files	5.92	4.75	6.17	19	21	5.30
F0144 Create, modify, or delete directories, folders, or files	5.89	5.39	6.53	34	35	5.06
F0148 Install, modify, or remove applications software	5.87	4.54	6.65	11	12	5.43
F0142 Connect peripherals, such as printers, scanners, or speakers	5.79	4.28	6.32	11	10	5.43
A0047 Type or keyboard letters, such as official memorandum or personal	5.75	6.16	5.93	79	82	4.34
F0146 Install equipment, such as monitors, keyboards, CPUs, or mice	5.65	4.80	6.59	17	18	4.96
F0150 Manage workcenter electronic mail (e-mail) accounts	5.54	4.77	5.77	11	12	6.48
A0049 Type or keyboard staff summary sheets	5.48	5.57	5.35	30	35	4.56
A0045 Type or keyboard electronic messages using SARAH Lite	5.43	4.96	5.42	23	26	5.05
F0145 Format drives	5.42	4.72	6.48	23	24	5.10
A0028 Maintain suspense files	5.33	5.94	4.88	54	57	4.05

\* TE OFF MEAN = 1.90 S.D. = 1.32 (High TE OFF  $\geq$  3.22)

\*\* TE ENL MEAN = 1.83 S.D. = 1.29 (High TE ENL  $\geq$  3.12)

\*\*\* TE MEAN = 2.31 S.D. = 1.40 (High TE  $\geq$  3.71)

\*\*\*\* TD MEAN = 5.00 S.D. = 1.00

TABLE A37

## TECHNICAL TASKS RATED HIGHEST BY SUPERVISORS OF AFSC 3A0X1 PERSONNEL

SELECTED TASKS	PERCENT MEMBERS PERFORMING						TSK DIF***	ATI
	TNG EMP*	TE ENL**	TE OFF***	1ST JOB (N=657)	1ST ENL (N=936)			
A0002 Assemble correspondence for signatures and dispatches	4.90	4.72	5.08	54	60	3.20	13	
A0022 Maintain files on offices of record	5.58	5.53	4.65	56	60	5.03	18	
A0028 Maintain suspense files	4.88	5.94	5.33	54	57	4.05	18	
A0044 Type or keyboard administrative communications, other than letters, electronic messages, staff papers, or staff summary sheets	4.44	4.97	4.62	51	55	4.55	18	
A0047 Type or keyboard letters, such as official memorandum or personal	5.93	6.16	5.75	79	82	4.34	18	
B0060 Prepare communications for distribution or delivery	4.08	3.52	3.29	35	35	4.11	12	
E0119 Maintain classified documents or materials	5.52	3.17	4.23	20	19	5.33	11	
F0142 Connect peripherals, such as printers, scanners, or speakers	6.32	4.28	5.79	11	10	5.43	11	
F0145 Format drives	6.48	4.72	5.43	23	24	5.10	11	
F0146 Install equipment, such as monitors, keyboards, CPUs, or mice	6.59	4.80	5.65	17	18	4.98	11	
F0148 Install, modify, or remove applications software	6.65	4.54	5.87	11	12	6.42	11	
* TE MEAN = 2.31 S.D. = 1.40 (High TE $\geq$ 3.71)								
** TE ENL MEAN = 1.83 S.D. = 1.29 (High TE ENL $\geq$ 3.12)								
*** TE OFF MEAN = 1.90 S.D. = 1.32 (High TE OFF $\geq$ 3.22)								
**** TD MEAN = 5.00 S.D. = 1.00								

TABLE A38

EXAMPLES OF TECHNICAL TASKS PERFORMED BY INFORMATION MANAGERS  
AND NOT REFERENCED TO THE AFSC 3A0X1 STS

PERCENT MEMBERS  
PERFORMING

SELECTED TASKS	PERCENT MEMBERS PERFORMING					
	TNG EMP*	TE ENL**	TE OFF***	1STENL (N=936)	DAFSC 3A051	DAFSC 3A071
G0190 Process unit recommendations for awards and decorations	3.34	3.34	4.47	17	29	31
G0186 Process unit military performance reports or civilian appraisals	2.98	3.82	2.98	12	22	25
G0173 Manage unit leave programs	2.94	3.97	3.25	22	22	20
G0168 Maintain unit manning documents or unit personnel management rosters (UPMRS)	2.73	3.35	3.00	11	17	23
G0167 Maintain personnel information files (PIFs)	2.73	3.69	3.48	27	27	23
I0243 Breakdown mail	2.64	1.72	1.57	33	33	31
A0029 Monitor or update recall rosters	2.49	3.64	4.23	51	60	59
A0025 Maintain office supply stock levels	2.34	2.98	2.92	35	50	50
I0285 Sort mail	2.31	.83	.88	34	27	21

\* TE MEAN = 2.31 S.D. = 1.40 (High TE > = 3.71)

\*\* TE ENL MEAN = 1.83 S.D. = 1.29 (High TE ENL > = 3.12)

\*\*\* TE OFF MEAN = 1.90 S.D. = 1.32 (High TE OFF > = 3.22)

\*\*\*\* TD MEAN = 5.00 S.D. = 1.00

TABLE A39

EXAMPLES OF TECHNICAL TASKS PERFORMED BY 20 PERCENT OR MORE  
AND NOT REFERENCED TO AFSC 3A0X1 POI

SELECTED TASKS	PERCENT MEMBERS PERFORMING			TASK DIFF**
	1ST JOB (N=657)	1ST ENL (N=936)	TNG EMP*	
A0032 Perform anti-virus checks	41	45	5.59	4.12
E0119 Maintain classified documents or materials	20	19	5.52	5.33
A0045 Type or keyboard electronic messages using SARAH Lite	23	26	5.42	5.02
A0049 Type or keyboard staff summary sheets	30	35	5.35	4.56
A0048 Type or keyboard staff papers, such as background, point, position, or talking	25	29	5.06	4.67
A0002 Assemble correspondence for signature and dispatches	54	60	4.90	3.20
A0019 Issue accountable forms	21	21	3.42	4.52
G0167 Maintain personnel information files (PIFs)	29	27	2.73	3.96
I0243 Breakdown mail	33	33	2.64	3.90
A0029 Monitor or update recall rosters	49	51	2.49	3.50
A0034 Prepare requests for retrieval of records	22	24	2.44	4.49
A0025 Maintain office supply stock levels	31	35	2.34	3.19
I0285 Sort mail	34	34	2.31	3.81
A0023 Maintain form letters	37	39	2.28	3.68

\* TE MEAN = 2.31      S.D. = 1.40      (High TE  $\geq$  3.71)

\*\* TD MEAN = 5.00      S.D. = 1.00

TABLE A40

COMPARISON OF JOB SATISFACTION INDICATORS FOR AFSC 3A0X1  
 TAFMS GROUPS IN CURRENT STUDY TO A COMPARATIVE SAMPLE  
 (PERCENT MEMBERS RESPONDING)

	1-48 MONTHS TAFMS			49-96 MONTHS TAFMS			97+ MONTHS TAFMS		
	3A0X1		COMP	3A0X1		COMP	3A0X1		COMP
	SAMPLE (N=936)	SAMPLE (N=1,206)	(N=612)	SAMPLE (N=967)	(N=967)	(N=967)	SAMPLE (N=2,005)	(N=2,005)	(N=2,864)
<u>EXPRESSED JOB INTEREST</u>									
INTERESTING	56	66	55	66	66	69	69	73	75
SO-SO	27	22	24	23	23	19	19	16	16
DULL	17	12	21	11	11	13	13	8	8
<u>PERCEIVED UTILIZATION OF TALENTS:</u>									
FAIRLY WELL TO PERFECTLY	76	77	74	80	80	80	80	86	86
LITTLE OR NOT AT ALL	24	22	26	20	20	20	20	14	14
<u>PERCEIVED UTILIZATION OF TRAINING:</u>									
FAIRLY WELL TO PERFECTLY	78	85	69	81	72	72	72	81	81
LITTLE OR NOT AT ALL	22	15	31	19	19	28	28	18	18
<u>SENSE OF ACCOMPLISHMENT GAINED FROM WORK:</u>									
SATISFIED	66	69	62	70	71	71	71	74	74
NEUTRAL	17	15	14	13	13	10	10	10	10
DISSATISFIED	17	16	24	17	17	19	19	16	16
<u>REENLISTMENT INTENTIONS:</u>									
YES OR PROBABLY YES	58	63	62	71	69	69	69	73	73
NO OR PROBABLY NO	42	36	38	28	8	8	8	5	5
WILL RETIRE	0	*	0	*	0	23	23	21	21

\* Less than 1 percent

NOTE: Columns may not add to 100 percent due to rounding or nonresponse  
 Comparative sample of COMMAND SUPPORT career ladders surveyed in 1996. (Includes AFSCs 1S0X1, 3E9X1, 3S0XX, 6F0XX, 6F1X1, 3H0X1, SM0X1, SN0XX, SN1X1, 5J0X1, and 5R0X1)

TABLE A41

COMPARISON OF JOB SATISFACTION INDICATORS FOR AD AFSC 3A0X1  
 TAFMS GROUPS IN CURRENT STUDY TO PREVIOUS STUDY  
 (PERCENT MEMBERS RESPONDING)

		1-48 MONTHS TAFMS		49-96 MONTHS TAFMS		97+ MONTHS TAFMS	
		1999 (N=936)	1995 (N=566)	1999 (N=39)	1995 (N=560)	1999 (N=84)	1995 (N=1,316)
<u>EXPRESSED JOB INTEREST:</u>							
INTERESTING	56	66	55	63	69	69	
SO-SO	27	21	24	25	19	20	
DULL	17	13	21	13	13	11	
<u>PERCEIVED UTILIZATION OF TALENTS:</u>							
FAIRLY WELL TO PERFECTLY	76	79	74	77	80	79	
LITTLE OR NOT AT ALL	24	21	26	23	20	19	
<u>PERCEIVED UTILIZATION OF TRAINING:</u>							
FAIRLY WELL TO PERFECTLY	78	71	68	68	72	64	
LITTLE OR NOT AT ALL	22	15	31	21	28	22	
<u>SENSE OF ACCOMPLISHMENT GAINED FROM WORK:</u>							
SATISFIED	66	75	62	72	71	71	
NEUTRAL	17	12	14	12	10	11	
DISSATISFIED	17	13	24	16	19	17	
<u>REENLISTMENT INTENTIONS:</u>							
YES OR PROBABLY YES	58	68	62	77	69	71	
NO OR PROBABLY NO	42	32	38	23	8	9	
WILL RETIRE	0	0	0	0	23	20	

NOTE: Columns may not add to 100 percent due to rounding or nonresponse

TABLE A42

COMPARISON OF JOB SATISFACTION INDICATORS FOR MEMBERS OF SPECIALTY CLUSTERS AND JOBS  
(PERCENT MEMBERS RESPONDING)

	Forms & Publications Cluster (ST036)	Forms Distribution Job (ST192)	Publications Clerk Job (ST099)	Administrative Communications Job (ST035)	Supply Job (ST228)	Information Management Job (ST246)
<u>EXPRESSED JOB INTEREST:</u>						
INTERESTING	50	49	59	56	50	57
SO-SO	30	33	14	20	44	26
DULL	20	18	27	25	6	16
<u>PERCEIVED USE OF TALENTS:</u>						
FAIRLY WELL TO PERFECTLY	66	63	69	68	67	75
LITTLE OR NOT AT ALL	34	36	32	32	33	25
<u>PERCEIVED USE OF TRAINING:</u>						
FAIRLY WELL TO PERFECTLY	68	67	78	66	67	74
LITTLE TO NOT AT ALL	31	33	23	34	33	27
<u>SENSE OF ACCOMPLISHMENT GAINED FROM WORK:</u>						
SATISFIED	60	58	73	56	50	64
NEUTRAL	16	18	9	16	22	16
DISSATISFIED	24	24	18	28	28	20
<u>REENLISTMENT INTENTIONS:</u>						
PLAN TO REENLIST	60	55	55	66	61	66
PLAN NOT TO REENLIST	29	33	41	29	17	25
PLAN TO RETIRE	11	13	5	6	22	9

NOTE: Columns may not add to 100 percent due to rounding or nonresponse

TABLE A42 (Cont.)

COMPARISON OF JOB SATISFACTION INDICATORS FOR MEMBERS OF SPECIALTY CLUSTERS AND JOBS  
(PERCENT MEMBERS RESPONDING)

	Information Management NCOIC Cluster (ST248)	Document Security/Admin Communications Cluster (ST199)	Document Security/Admin Communications Job (ST305)	Document Security Job (ST438)	Classified Document Security Job (ST438)	Work Group Administration Job (ST158)	Info Mgmt Supervisory/ Management Cluster (ST144)
<u>EXPRESSED JOB INTEREST:</u>							
INTERESTING	66	63	66	50	72	77	
SO-SO	22	23	23	25	16	15	
DULL	12	14	12	25	12	8	
<u>PERCEIVED USE OF TALENTS:</u>							
FARLY WELL TO PERFECTLY	83	73	76	50	83	87	
LITTLE OR NOT AT ALL	17	27	24	50	16	13	
<u>PERCEIVED USE OF TRAINING:</u>							
FARLY WELL TO PERFECTLY	81	65	71	37	72	84	
LITTLE TO NOT AT ALL	19	34	29	63	27	16	
<u>SENSE OF ACCOMPLISHMENT</u>							
GAINED FROM WORK:							
SATISFIED	72	63	68	41	76	77	
NEUTRAL	12	12	9	38	9	7	
DISSATISFIED	16	24	23	22	15	16	
<u>REENLISTMENT INTENTIONS:</u>							
PLAN TO REENLIST	72	69	70	63	68	70	
PLAN NOT TO REENLIST	18	18	18	25	21	9	
PLAN TO RETIRE	9	12	12	13	11	21	

NOTE: Columns may not add to 100 percent due to rounding or nonresponse

TABLE A42 (Cont.)

COMPARISON OF JOB SATISFACTION INDICATORS FOR MEMBERS OF SPECIALTY CLUSTERS AND JOBS  
(PERCENT MEMBERS RESPONDING)

	Protocol Job (ST335)	Management Cluster (ST103)	Records Management Job (ST401)	Records Management Job (ST401)	Freedom of Info Act Mgmt Job (ST724)	Commander's Support Job (ST117)
<u>EXPRESSED JOB INTEREST:</u>						
INTERESTING	83	66	78	61	55	
SO-SO	11	17	9	33	23	
DULL	6	17	13	6	21	
<u>PERCEIVED USE OF TALENTS:</u>						
FAIRLY WELL TO PERFECTLY	92	79	82	83	69	
LITTLE OR NOT AT ALL	7	21	17	17	30	
<u>PERCEIVED USE OF TRAINING:</u>						
FAIRLY WELL TO PERFECTLY	74	83	87	89	71	
LITTLE TO NOT AT ALL	27	17	13	11	29	
<u>SENSE OF ACCOMPLISHMENT</u>						
<u>GAINED FROM WORK:</u>						
SATISFIED	84	72	83	78	64	
NEUTRAL	4	11	4	11	16	
DISSATISFIED	12	17	13	11	20	
<u>REENLISTMENT INTENTIONS:</u>						
PLAN TO REENLIST	71	62	74	56	68	
PLAN NOT TO REENLIST	17	32	17	39	29	
PLAN TO RETIRE	12	6	9	6	4	

NOTE: Columns may not add to 100 percent due to rounding or nonresponse

TABLE A42 (Cont.)

COMPARISON OF JOB SATISFACTION INDICATORS FOR MEMBERS OF SPECIALTY CLUSTERS AND JOBS  
(PERCENT MEMBERS RESPONDING)

	Instructor/ Trainer Job (ST268)	Activity Distribution Job (ST145)
<u>EXPRESSED JOB INTEREST:</u>		
INTERESTING	79	54
SO-SO	13	30
DULL	8	16
<u>PERCEIVED USE OF TALENTS:</u>		
FAIRLY WELL TO PERFECTLY	79	65
LITTLE OR NOT AT ALL	21	35
<u>PERCEIVED USE OF TRAINING:</u>		
FAIRLY WELL TO PERFECTLY	63	67
LITTLE TO NOT AT ALL	38	32
<u>SENSE OF ACCOMPLISHMENT</u>		
<u>GAINED FROM WORK:</u>		
SATISFIED	67	54
NEUTRAL	21	19
DISSATISFIED	13	27
<u>REENLISTMENT INTENTIONS:</u>		
PLAN TO REENLIST	83	57
PLAN NOT TO REENLIST	0	41
PLAN TO RETIRE	17	2

NOTE: Columns may not add to 100 percent due to rounding or nonresponse

## APPENDIX B

### SELECTED REPRESENTATIVE TASKS PERFORMED BY MEMBERS OF CAREER LADDER JOBS

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TABLE B1  
FORMS AND PUBLICATIONS CLUSTER (ST0036)

GROUP SIZE: 121

PERCENT OF SAMPLE: 3%

PREDOMINANT GRADE: E-3/5

Average number of tasks performed: 21

AVERAGE TICF: not calculated

AVERAGE TAFMS: not calculated

The following tasks are in descending order of Percent Members Performing (PMP)

<u>REPRESENTATIVE TASKS</u>		<u>PMP</u>
A0016	Distribute publications	76
A0015	Distribute forms	73
A0031	Operate office copiers or fax machines	61
A0018	Establish publications requirements	57
A0038	Process forms requisitions	57
A0026	Maintain publications distribution records	55
A0020	Issue nonaccountable forms	43
A0047	Type or keyboard letters, such as official memorandum or personal	43
C0081	Maintain publications record sets	42
C0074	Conduct annual reviews of publications	40
A0033	Pick up incoming or outgoing administrative communications	39
A0005	Brief patrons on use of publications libraries	37
A0019	Issue accountable forms	35
A0012	Destroy noncurrent records	31
A0022	Maintain files on offices of record	31
A0002	Assemble correspondence for signatures and dispatches	31
A0032	Perform anti-virus checks	31
A0041	Review files maintenance and disposition plans	28
C0078	Maintain forms functional or numerical files	28
A0024	Maintain form stock levels	28
C0069	Assign customer account representative (CAR) numbers	28
C0080	Maintain master local reproduction authorized (LRA) forms	26
A0028	Maintain suspense files	26
C0071	Authorize forms reproductions	24
F0144	Create, modify, or delete directories, folders, or files	23
A0044	Type or keyboard administrative communications, other than letters, electronic messages, staff papers, or staff summary sheets	22

TABLE B2  
FORMS DISTRIBUTION JOB (ST0192)

GROUP SIZE: 55  
PERCENT OF CLUSTER: 1%  
PREDOMINANT GRADE: E-3/5

AVERAGE TICF: not calculated  
AVERAGE TAFMS: not calculated

Average number of tasks performed: 26

The following tasks are in descending order of Percent Members Performing (PMP)

<u>REPRESENTATIVE TASKS</u>	<u>PMP</u>
A0015 Distribute forms	98
A0016 Distribute publications	91
A0038 Process forms requisitions	89
A0018 Establish publications requirements	76
A0020 Issue nonaccountable forms	76
A0031 Operate office copiers or fax machines	75
A0026 Maintain publications distribution records	73
A0019 Issue accountable forms	60
A0024 Maintain form stock levels	51
A0047 Type or keyboard letters, such as official memorandum or personal	49
C0080 Maintain master local reproduction authorized (LRA) forms	42
C0069 Assign customer account representative (CAR) numbers	42
A0033 Pick up incoming or outgoing administrative communications	40
A0032 Perform anti-virus checks	38
F0144 Create, modify, or delete directories, folders, or files	36
C0075 Conduct orientation briefings for CARs or alternates	35
A0005 Brief patrons on use of publications libraries	35
A0044 Type or keyboard administrative communications, other than letters, electronic messages, staff papers, or staff summary sheets	33
A0012 Destroy noncurrent records	33
F0135 Backup or restore drives	31
A0022 Maintain files on offices of record	29
E0131 Sign receipts for accountable consolidated mail containers	29
A0028 Maintain suspense files	27
C0074 Conduct annual reviews of publications	27
C0081 Maintain publications record sets	27
A0002 Assemble correspondence for signatures and dispatches	27

TABLE B3  
PUBLICATIONS CLERK JOB (ST0099)

GROUP SIZE: 22

PERCENT OF CLUSTER: less than 1 percent

PREDOMINANT GRADE: E-3/5

AVERAGE TICF: not calculated

AVERAGE TAFMS: not calculated

Average number of tasks performed: 22

The following tasks are in descending order of Percent Members Performing (PMP)

<u>REPRESENTATIVE TASKS</u>	<u>PMP</u>
A0017 Edit or review publications drafts or reprints	91
C0074 Conduct annual reviews of publications	86
A0016 Distribute publications	82
C0070 Assign publications numbers	77
A0010 Coordinate publications manuscripts	73
C0081 Maintain publications record sets	68
C0077 Determine revision schedules of publications indexes	64
A0015 Distribute forms	64
C0085 Prepare publications indexes	59
C0072 Brief offices of primary responsibility (OPRs) concerning procedures for establishing standard publications	50
A0026 Maintain publications distribution records	50
C0071 Authorize forms reproductions	50
A0018 Establish publications requirements	45
A0032 Perform anti-virus checks	45
A0005 Brief patrons on use of publications libraries	45
C0086 Prepare publishing bulletins	41
A0038 Process forms requisitions	41
C0083 Prepare forms indexes	36
A0014 Develop web pages	32
C0084 Prepare official bulletins	32
A0047 Type or keyboard letters, such as official memorandum or personal	32
C0067 Analyze requests for new or revised forms	32
C0078 Maintain forms functional or numerical files	32
A0020 Issue nonaccountable forms	32
C0076 Determine revision schedules of forms indexes	32
A0019 Issue accountable forms	32

TABLE B4  
ADMINISTRATIVE COMMUNICATIONS JOB (ST0035)

GROUP SIZE: 326  
PERCENT OF SAMPLE: 7%  
PREDOMINANT GRADE: E-4/5

AVERAGE TICF: not calculated  
AVERAGE TAFMS: not calculated

Average number of tasks performed: 13

The following tasks are in descending order of Percent Members Performing (PMP)

<u>REPRESENTATIVE TASKS</u>	<u>PMP</u>
A0047 Type or keyboard letters, such as official memorandum or personal	79
A0031 Operate office copiers or fax machines	68
A0033 Pick up incoming or outgoing administrative communications	58
A0022 Maintain files on offices of record	47
A0002 Assemble correspondence for signatures and dispatches	47
A0044 Type or keyboard administrative communications, other than letters, electronic messages, staff papers, or staff summary sheets	38
A0029 Monitor or update recall rosters	33
A0015 Distribute forms	31
A0041 Review files maintenance and disposition plans	30
A0028 Maintain suspense files	28
A0012 Destroy noncurrent records	27
A0016 Distribute publications	23
A0023 Maintain form letters	21
A0040 Review administrative communications	20
A0039 Retrieve records	20
A0032 Perform anti-virus checks	19
A0027 Maintain records, other than publications distribution, weight management and fitness improvement, training, or equipment and supply records	19
A0009 Coordinate administrative communications suspenses	17
B0060 Prepare communications for distribution or delivery	17
A0049 Type or keyboard staff summary sheets	17
G0167 Maintain personnel information files (PIFs)	17
A0025 Maintain office supply stock levels	16

TABLE B5  
SUPPLY JOB (ST0228)

GROUP SIZE: 18

PERCENT OF SAMPLE: less than 1 percent

PREDOMINANT GRADE: E-5

AVERAGE TICF: not calculated

AVERAGE TAFMS: not calculated

Average number of tasks performed: 43

The following tasks are in descending order of Percent Members Performing (PMP)

<u>REPRESENTATIVE TASKS</u>	<u>PMP</u>
L0392 Pick up or deliver equipment, tools, parts, or supplies	94
L0394 Store equipment, tools, parts, or supplies	94
A0031 Operate office copiers or fax machines	94
L0379 Coordinate supply-related matters with appropriate agencies	89
L0386 Inventory equipment, tools, parts, or supplies	83
A0047 Type or keyboard letters, such as official memorandum or personal	83
A0002 Assemble correspondence for signatures and dispatches	83
L0380 Coordinate maintenance of equipment with appropriate agencies	78
L0383 Identify and report equipment or supply problems	78
A0033 Pick up incoming or outgoing administrative communications	78
L0384 Initiate documentation to turn in excess or surplus property	72
L0385 Initiate requisitions for equipment, tools, parts, or supplies	72
L0391 Maintain organizational equipment or supply records	61
A0025 Maintain office supply stock levels	61
L0387 Issue or log turn-ins of equipment, tools, parts, or supplies	56
A0041 Review files maintenance and disposition plans	56
A0030 Operate audiovisual equipment	56
A0028 Maintain suspense files	50
F0144 Create, modify, or delete directories, folders, or files	50
A0009 Coordinate administrative communications suspense	50
A0029 Monitor or update recall rosters	50
A0011 Deliver administrative communications using methods other than mobile distribution vehicles (MDVs)	50
A0015 Distribute forms	44
J0334 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	44
G0193 Set up equipment for commander's calls or special briefings	44

TABLE B6  
INFORMATION MANAGEMENT JOB (ST0246)

GROUP SIZE: 728

PERCENT OF SAMPLE: 16%

PREDOMINANT GRADE: E-4/5

AVERAGE TICF: not calculated

AVERAGE TAFMS: not calculated

Average number of tasks performed: 27

The following tasks are in descending order of Percent Members Performing (PMP)

<u>REPRESENTATIVE TASKS</u>	<u>PMP</u>
A0047 Type or keyboard letters, such as official memorandum or personal	94
A0031 Operate office copiers or fax machines	92
A0033 Pick up incoming or outgoing administrative communications	91
A0002 Assemble correspondence for signatures and dispatches	83
A0044 Type or keyboard administrative communications, other than letters, electronic messages, staff papers, or staff summary sheets	71
A0028 Maintain suspense files	71
A0022 Maintain files on offices of record	70
A0040 Review administrative communications	70
A0009 Coordinate administrative communications suspense	60
A0029 Monitor or update recall rosters	57
A0041 Review files maintenance and disposition plans	56
A0032 Perform anti-virus checks	48
A0012 Destroy noncurrent records	48
A0049 Type or keyboard staff summary sheets	45
B0060 Prepare communications for distribution or delivery	44
A0015 Distribute forms	41
A0048 Type or keyboard staff papers, such as background, point, position, or talking	41
A0039 Retrieve records	40
A0025 Maintain office supply stock levels	39
A0011 Deliver administrative communications using methods other than mobile distribution vehicles (MDVs)	37
A0023 Maintain form letters	36
F0144 Create, modify, or delete directories, folders, or files	36
A0016 Distribute publications	35
A0045 Type or keyboard electronic messages using SARAH Lite	29

TABLE B7

## INFORMATION MANAGEMENT NCOIC CLUSTER (ST0248)

GROUP SIZE: 1,206

PERCENT OF SAMPLE: 26%

PREDOMINANT GRADE: E-5

AVERAGE TICF: not calculated

AVERAGE TAFMS: not calculated

Average number of tasks performed: 58

The following tasks are in descending order of Percent Members Performing (PMP)

<u>REPRESENTATIVE TASKS</u>	<u>PMP</u>
A0047 Type or keyboard letters, such as official memorandum or personal	96
A0031 Operate office copiers or fax machines	95
A0033 Pick up incoming or outgoing administrative communications	95
A0002 Assemble correspondence for signatures and dispatches	90
A0022 Maintain files on offices of record	85
A0040 Review administrative communications	84
A0028 Maintain suspense files	81
A0009 Coordinate administrative communications suspense	79
A0041 Review files maintenance and disposition plans	79
A0015 Distribute forms	78
A0044 Type or keyboard administrative communications, other than letters, electronic messages, staff papers, or staff summary sheets	78
A0029 Monitor or update recall rosters	74
A0016 Distribute publications	74
A0012 Destroy noncurrent records	71
A0032 Perform anti-virus checks	70
A0025 Maintain office supply stock levels	64
A0018 Establish publications requirements	63
A0039 Retrieve records	62
A0023 Maintain form letters	62
A0038 Process forms requisitions	58
B0060 Prepare communications for distribution or delivery	58
A0007 Brief personnel on records management procedures	57
A0027 Maintain records, other than publications	56
A0049 Type or keyboard staff summary sheets	55
A0048 Type or keyboard staff papers, such as background, point, position, or talking	54
A0026 Maintain publications distribution records	53

TABLE B8

## DOCUMENT SECURITY/ADMINISTRATIVE COMMUNICATIONS CLUSTER (ST0199)

GROUP SIZE: 339

PERCENT OF SAMPLE: 7%

PREDOMINANT GRADE: E-5

AVERAGE TICF: 119 MOS

AVERAGE TAFMS: 125 MOS

Average number of tasks performed: 64

The following tasks are in descending order of Percent Members Performing (PMP)

<u>REPRESENTATIVE TASKS</u>	<u>PMP</u>
A0031 Operate office copiers or fax machines	96
A0033 Pick up incoming or outgoing administrative communications	95
A0047 Type or keyboard letters, such as official memorandum or personal	93
A0002 Assemble correspondence for signatures and dispatches	88
E0112 Destroy classified documents, materials, or waste	88
E0119 Maintain classified documents or materials	86
E0108 Complete accountable container receipt forms	85
E0133 Verify receipt of classified documents or materials	84
E0125 Mark classified documents or materials	81
E0131 Sign receipts for accountable consolidated mail containers	78
A0040 Review administrative communications	77
A0001 Annotate security forms for facilities or security containers	77
E0127 Prepare receipts for classified documents or materials	76
A0012 Destroy noncurrent records	76
E0129 Route classified documents or materials, other than top secret	75
E0132 Verify individuals' access to classified documents or materials	75
A0008 Compare addresses on containers against receipts	73
A0028 Maintain suspense files	73
A0009 Coordinate administrative communications suspense	71
A0022 Maintain files on offices of record	70
A0032 Perform anti-virus checks	70
E0115 Escort personnel into restricted or controlled areas	68
A0003 Assign accountable container numbers	68
A0044 Type or keyboard administrative communications, other than letters, electronic messages, staff papers, or staff summary sheets	67
A0025 Maintain office supply stock levels	61
A0041 Review files maintenance and disposition plans	60

TABLE B9

## DOCUMENT SECURITY/ADMUNISTRATIVE COMMUNICATIONS JOB (ST0305)

GROUP SIZE: 271

PERCENT OF CLUSTER: 6%

PREDOMINANT GRADE: E-5

AVERAGE TICF: 122 MOS

AVERAGE TAFMS: 127 MOS

Average number of tasks performed: 69

The following tasks are in descending order of Percent Members Performing (PMP)

<u>REPRESENTATIVE TASKS</u>	<u>PMP</u>
A0033 Pick up incoming or outgoing administrative communications	98
A0047 Type or keyboard letters, such as official memorandum or personal	97
A0031 Operate office copiers or fax machines	97
A0002 Assemble correspondence for signatures and dispatches	94
E0112 Destroy classified documents, materials, or waste	92
E0108 Complete accountable container receipt forms	91
E0119 Maintain classified documents or materials	88
E0133 Verify receipt of classified documents or materials	88
A0040 Review administrative communications	87
E0125 Mark classified documents or materials	83
E0131 Sign receipts for accountable consolidated mail containers	80
A0012 Destroy noncurrent records	80
A0001 Annotate security forms for facilities or security containers	80
E0127 Prepare receipts for classified documents or materials	79
A0008 Compare addresses on containers against receipts	78
E0129 Route classified documents or materials, other than top secret	77
A0028 Maintain suspense files	76
A0009 Coordinate administrative communications suspenses	76
A0032 Perform anti-virus checks	76
A0022 Maintain files on offices of record	75
E0132 Verify individuals' access to classified documents or materials	75
A0044 Type or keyboard administrative communications, other than letters, electronic messages, staff papers, or staff summary sheets	73
A0003 Assign accountable container numbers	69
E0115 Escort personnel into restricted or controlled areas	68
A0041 Review files maintenance and disposition plans	66
A0025 Maintain office supply stock levels	66

TABLE B10  
CLASSIFIED DOCUMENT SECURITY JOB (ST0438)

GROUP SIZE: 32

PERCENT OF CLUSTER: less than 1 percent

PREDOMINANT GRADE: E-5

AVERAGE TICF: 117 MOS

AVERAGE TAFMS: 127 MOS

Average number of tasks performed: 46

The following tasks are in descending order of Percent Members Performing (PMP)

<u>REPRESENTATIVE TASKS</u>	<u>PMP</u>
E0119 Maintain classified documents or materials	94
E0133 Verify receipt of classified documents or materials	91
E0127 Prepare receipts for classified documents or materials	91
E0125 Mark classified documents or materials	91
E0112 Destroy classified documents, materials, or waste	88
E0108 Complete accountable container receipt forms	88
E0132 Verify individuals' access to classified documents or materials	84
E0115 Escort personnel into restricted or controlled areas	81
E0129 Route classified documents or materials, other than top secret	81
E0124 Maintain accountability records for classified documents or materials	81
A0001 Annotate security forms for facilities or security containers	81
A0003 Assign accountable container numbers	81
E0131 Sign receipts for accountable consolidated mail containers	78
A0033 Pick up incoming or outgoing administrative communications	78
A0031 Operate office copiers or fax machines	78
E0110 Deliver top secret materials or documents	75
E0117 Inventory classified documents or materials, other than top secret	72
E0106 Certify destruction of classified documents or materials	72
E0130 Route top secret documents or materials within local activities	66
A0047 Type or keyboard letters, such as official memorandum or personal	63
A0002 Assemble correspondence for signatures and dispatches	59
E0116 Inform classified document originators concerning suspected discrepancies	59
E0122 Maintain letters of authorization (LOAs) for classified document receipts	56
B0060 Prepare communications for distribution or delivery	56
A0008 Compare addresses on containers against receipts	56

TABLE B11  
WORK GROUP ADMINISTRATION (WGA) JOB (ST0158)

GROUP SIZE: 292

PERCENT OF SAMPLE: 6%

PREDOMINANT GRADE: E-5

AVERAGE TICF: 109 MOS

AVERAGE TAFMS: 121 MOS

Average number of tasks performed: 64

The following tasks are in descending order of Percent Members Performing (PMP)

<u>REPRESENTATIVE TASKS</u>	<u>PMP</u>
F0148 Install, modify, or remove applications software	98
F0144 Create, modify, or delete directories, folders, or files	97
F0146 Install equipment, such as monitors, keyboards, CPUs, or mice	97
F0142 Connect peripherals, such as printers, scanners, or speakers	93
F0154 Troubleshoot equipment, such as monitors, keyboards, CPUs, or mice	92
F0157 Troubleshoot peripherals, such as printers, scanners, or speakers	92
F0153 Troubleshoot applications or operating systems software	92
A0032 Perform anti-virus checks	91
F0152 Transfer files	89
F0149 Install, modify, or remove systems securities, such as passwords or screensavers	88
F0139 Configure peripherals, such as printers, scanners, or speakers	87
F0145 Format drives	86
A0031 Operate office copiers or fax machines	85
F0147 Install internal components, such as network interface cards, memory chips, or sound cards	85
F0140 Configure workstations for network connectivity	81
A0047 Type or keyboard letters, such as official memorandum or personal	80
F0141 Connect network cables to systems	80
F0151 Perform initial workstation setups	78
F0156 Troubleshoot network connectivity	76
F0138 Configure internal components, such as network interface cards, memory chips, or sound cards	76
F0155 Troubleshoot internal components, such as network interface cards, memory chips, or sound cards	75
F0143 Create boot disks	72
A0033 Pick up incoming or outgoing administrative communications	69

TABLE B12

INFORMATION MANAGEMENT SUPERVISORY AND MANAGEMENT  
CLUSTER (ST0144)

GROUP SIZE: 851  
PERCENT OF CLUSTER: 18%  
PREDOMINANT GRADE: E-5/7

AVERAGE TICF: not calculated  
AVERAGE TAFMS: not calculated

Average number of tasks performed: 101

The following tasks are in descending order of Percent Members Performing (PMP)

<u>REPRESENTATIVE TASKS</u>	<u>PMP</u>
A0047 Type or keyboard letters, such as official memorandum or personal	94
A0031 Operate office copiers or fax machines	93
A0040 Review administrative communications	88
A0002 Assemble correspondence for signatures and dispatches	86
A0033 Pick up incoming or outgoing administrative communications	84
J0334 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	82
A0044 Type or keyboard administrative communications, other than letters, electronic messages, staff papers, or staff summary sheets	80
A0032 Perform anti-virus checks	79
A0009 Coordinate administrative communications suspenses	78
A0028 Maintain suspense files	75
A0041 Review files maintenance and disposition plans	74
J0305 Determine or establish work assignments or priorities	71
J0345 Supervise military personnel	71
A0048 Type or keyboard staff papers, such as background, point, position, or talking	71
J0308 Develop or establish work methods or procedures	69
J0350 Write recommendations for awards or decorations	69
F0144 Create, modify, or delete directories, folders, or files	69
J0295 Conduct self-inspections or self-assessments	69
K0358 Conduct OJT	67
A0012 Destroy noncurrent records	67
A0022 Maintain files on offices of record	66
J0301 Counsel subordinates concerning personal matters	66
A0049 Type or keyboard staff summary sheets	65

TABLE B13  
PROTOCOL JOB (ST0335)

GROUP SIZE: 109  
PERCENT OF SAMPLE: 2%  
PREDOMINANT GRADE: E-5

AVERAGE TICF: 115 MOS  
AVERAGE TAFMS: 127 MOS

Average number of tasks performed: 65

The following tasks are in descending order of Percent Members Performing (PMP)

<u>REPRESENTATIVE TASKS</u>	<u>PMP</u>
A0031 Operate office copiers or fax machines	95
A0047 Type or keyboard letters, such as official memorandum or personal	93
H0218 Mail guest invitations	93
H0233 Reserve conference rooms	91
A0033 Pick up incoming or outgoing administrative communications	89
A0002 Assemble correspondence for signatures and dispatches	88
H0221 Maintain guest lists	87
H0215 Develop proposed guest lists	86
H0214 Develop dinner seating and table charts	83
H0217 Finalize guest lists	83
H0207 Assist in official ceremony activities	83
A0044 Type or keyboard administrative communications, other than letters, electronic messages, staff papers, or staff summary sheets	80
H0223 Make billeting arrangements	80
H0216 Establish dinner seating arrangements	79
H0232 Prepare refreshments	78
H0224 Make travel arrangements	77
H0213 Determine preferences of guests of honor	77
H0225 Notify hosts of acceptances or regrets	76
H0212 Determine placement of flags at official functions	74
H0238 Write letters of appreciation	72
A0040 Review administrative communications	72
A0032 Perform anti-virus checks	71
H0239 Write place cards	70
H0206 Arrange for DV transportation	66
F0144 Create, modify, or delete directories, folders, or files	66

TABLE B14  
RECORDS MANAGEMENT CLUSTER (ST0103)

GROUP SIZE: 53

PERCENT OF SAMPLE: less than 1 percent

PREDOMINANT GRADE: E-4/5/6

AVERAGE TICF: 105 MOS

AVERAGE TAFMS: 107 MOS

Average number of tasks performed: 77

The following tasks are in descending order of Percent Members Performing (PMP)

<u>REPRESENTATIVE TASKS</u>	<u>PMP</u>
A0041 Review files maintenance and disposition plans	94
A0007 Brief personnel on records management procedures	92
A0006 Brief personnel on Privacy Act procedures	91
A0012 Destroy noncurrent records	87
A0047 Type or keyboard letters, such as official memorandum or personal	85
A0022 Maintain files on offices of record	83
D0087 Approve files maintenance and disposition plans	81
A0043 Transfer records	77
A0031 Operate office copiers or fax machines	75
D0092 Coordinate FOIA requests	74
D0098 Maintain logs of requests for FOIA information	70
D0097 Maintain FOIA case files	70
D0093 Determine FOIA request costs	64
D0090 Brief OPRs concerning procedures for making Freedom of Information Act (FOIA) determinations	64
A0002 Assemble correspondence for signatures and dispatches	64
J0296 Conduct staff assistance visits, inspections, or audits	62
A0039 Retrieve records	62
A0037 Process charge-outs or returns of records	62
D0099 Maintain staging areas	60
A0028 Maintain suspense files	60
A0034 Prepare requests for retrieval of records	60
A0040 Review administrative communications	57
D0088 Approve Privacy Act statements	57
D0095 Evaluate publications or forms for records management compliance	57
A0033 Pick up incoming or outgoing administrative communications	55
A0032 Perform anti-virus checks	55

TABLE B15  
RECORDS MANAGEMENT JOB (ST0401)

GROUP SIZE: 23

PERCENT OF CLUSTER: less than 1 percent  
PREDOMINANT GRADE: E-6/7

AVERAGE TICF: 139 MOS  
AVERAGE TAFMS: 140 MOS

Average number of tasks performed: 77

The following tasks are in descending order of Percent Members Performing (PMP)

<u>REPRESENTATIVE TASKS</u>	<u>PMP</u>
A0041 Review files maintenance and disposition plans	100
A0012 Destroy noncurrent records	100
A0047 Type or keyboard letters, such as official memorandum or personal	100
A0031 Operate office copiers or fax machines	96
A0007 Brief personnel on records management procedures	91
J0296 Conduct staff assistance visits, inspections, or audits	91
A0006 Brief personnel on Privacy Act procedures	91
A0022 Maintain files on offices of record	87
D0087 Approve files maintenance and disposition plans	87
K0372 Maintain training records or files	83
A0040 Review administrative communications	78
D0092 Coordinate FOIA requests	74
K0363 Develop training materials or aids	74
J0343 Schedule staff assistance visits, inspections, or audits	74
D0095 Evaluate publications or forms for records management compliance	74
K0365 Evaluate personnel to determine training needs	74
A0043 Transfer records	74
J0295 Conduct self-inspections or self-assessments	74
A0032 Perform anti-virus checks	74
D0090 Brief OPRs concerning procedures for making Freedom of Information Act (FOIA) determinations	70
A0033 Pick up incoming or outgoing administrative communications	70
J0345 Supervise military personnel	70
A0002 Assemble correspondence for signatures and dispatches	70
A0034 Prepare requests for retrieval of records	70
K0358 Conduct OJT	65
J0346 Write inspection reports	65

TABLE B16

## FREEDOM OF INFORMATION (FOIA) MANAGEMENT JOB (ST0724)

GROUP SIZE: 18

PERCENT OF CLUSTER: less than 1 percent

PREDOMINANT GRADE: E-3/4

AVERAGE TICF: 77 MOS

AVERAGE TAFMS: 78 MOS

Average number of tasks performed: 38

The following tasks are in descending order of Percent Members Performing (PMP)

<u>REPRESENTATIVE TASKS</u>	<u>PMP</u>
A0041 Review files maintenance and disposition plans	100
A0007 Brief personnel on records management procedures	100
D0098 Maintain logs of requests for FOIA information	100
D0097 Maintain FOIA case files	100
A0043 Transfer records	100
A0012 Destroy noncurrent records	100
D0099 Maintain staging areas	94
D0092 Coordinate FOIA requests	94
A0006 Brief personnel on Privacy Act procedures	94
D0087 Approve files maintenance and disposition plans	89
D0093 Determine FOIA request costs	89
D0090 Brief OPRs concerning procedures for making Freedom of Information Act (FOIA) determinations	89
A0022 Maintain files on offices of record	83
A0034 Prepare requests for retrieval of records	83
D0100 Post disposition actions on shipping lists	78
A0047 Type or keyboard letters, such as official memorandum or personal	78
A0037 Process charge-outs or returns of records	78
A0039 Retrieve records	72
D0091 Collect records release fees	72
A0028 Maintain suspense files	72
D0088 Approve Privacy Act statements	67
A0031 Operate office copiers or fax machines	67
A0002 Assemble correspondence for signatures and dispatches	61
D0089 Assign control numbers to materials received at staging areas	56
D0095 Evaluate publications or forms for records management compliance	56
J0296 Conduct staff assistance visits, inspections, or audits	50

TABLE B17  
COMMANDER'S SUPPORT JOB (ST0117)

GROUP SIZE: 56

PERCENT OF SAMPLE: less than 1 percent

PREDOMINANT GRADE: E-2/3

AVERAGE TICF: not calculated

AVERAGE TAFMS: not calculated

Average number of tasks performed: 22

The following tasks are in descending order of Percent Members Performing (PMP)

<u>REPRESENTATIVE TASKS</u>	<u>PMP</u>
A0047 Type or keyboard letters, such as official memorandum or personal	82
G0167 Maintain personnel information files (PIFs)	77
G0182 Perform in- or out-processing of unit personnel	71
A0031 Operate office copiers or fax machines	71
A0033 Pick up incoming or outgoing administrative communications	54
G0173 Manage unit leave programs	50
A0029 Monitor or update recall rosters	46
G0199 Weigh unit personnel	45
A0002 Assemble correspondence for signatures and dispatches	45
A0041 Review files maintenance and disposition plans	43
G0158 Administer bodyfat testing programs	41
A0028 Maintain suspense files	38
A0022 Maintain files on offices of record	36
A0039 Retrieve records	34
G0185 Process requests for basic allowance for subsistence (BAS)	34
A0044 Type or keyboard administrative communications, other than letters, electronic messages, staff papers, or staff summary sheets	32
A0023 Maintain form letters	32
A0015 Distribute forms	32
I0243 Breakdown mail	27
A0032 Perform anti-virus checks	27
A0011 Deliver administrative communications using methods other than mobile distribution vehicles (MDVs)	27
A0027 Maintain records, other than publications distribution, weight management and fitness improvement, training, or equipment and supply records	25
G0159 Administer ergometric cycle or fitness testing programs	25

TABLE B18  
INSTRUCTOR/TRAINER JOB (ST0268)

GROUP SIZE: 24

PERCENT OF SAMPLE: less than 1 percent

PREDOMINANT GRADE: E-5/6/7

AVERAGE TICF: 141 MOS

AVERAGE TAFMS: 153 MOS

Average number of tasks performed: 48

The following tasks are in descending order of Percent Members Performing (PMP)

<u>REPRESENTATIVE TASKS</u>	<u>PMP</u>
K0363 Develop training materials or aids	92
K0364 Develop training programs, plans, or procedures	92
A0047 Type or keyboard letters, such as official memorandum or personal	92
F0144 Create, modify, or delete directories, folders, or files	88
A0031 Operate office copiers or fax machines	75
K0369 Evaluate progress of trainees	71
K0376 Schedule training	71
K0358 Conduct OJT	71
K0365 Evaluate personnel to determine training needs	71
A0032 Perform anti-virus checks	71
K0360 Determine training requirements	67
K0373 Personalize lesson plans	67
A0044 Type or keyboard administrative communications, other than letters, electronic messages, staff papers, or staff summary sheets	67
J0334 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting	67
F0146 Install equipment, such as monitors, keyboards, CPUs, or mice	67
F0148 Install, modify, or remove applications software	63
F0145 Format drives	63
K0357 Conduct formal course classroom training	58
K0377 Write test questions	58
A0002 Assemble correspondence for signatures and dispatches	58
F0142 Connect peripherals, such as printers, scanners, or speakers	58
K0372 Maintain training records or files	54
A0040 Review administrative communications	54
A0048 Type or keyboard staff papers, such as background, point, position, or talking	54

TABLE B19  
ACTIVITY DISTRIBUTION JOB (ST0145)

GROUP SIZE: 111

PERCENT OF SAMPLE: 2%

PREDOMINANT GRADE: E-2

AVERAGE TICF: not calculated

AVERAGE TAFMS: not calculated

Average number of tasks performed: 45

The following tasks are in descending order of Percent Members Performing (PMP)

<u>REPRESENTATIVE TASKS</u>	<u>PMP</u>
A0033 Pick up incoming or outgoing administrative communications	82
B0052 Complete receipts for certified mail labels	82
I0285 Sort mail	81
I0243 Breakdown mail	80
B0051 Calculate postage or mailing rates and fees	77
I0264 Maintain official registered mail	77
B0064 Record mail metering machine readings	76
I0273 Process incoming official registered mail	71
I0251 Dispose of undeliverable bulk-rate mail of no value	71
E0108 Complete accountable container receipt forms	70
A0008 Compare addresses on containers against receipts	70
I0276 Process outbound registered mail	69
E0131 Sign receipts for accountable consolidated mail containers	69
I0244 Brief customers on special mail services	68
I0257 Load mail trucks	66
B0061 Process registered pouches	66
B0054 Deliver administrative communications using MDVs	65
B0063 Provide pouch services to local units	65
I0261 Maintain letters of designation for individuals authorized to pick up mail	61
A0003 Assign accountable container numbers	61
I0286 Verify postage meter readings	60
I0249 Determine mailability of parcels	59
A0031 Operate office copiers or fax machines	59
B0060 Prepare communications for distribution or delivery	58
I0246 Collect mail from base mailboxes	56
I0252 Establish mail pickup procedures	56
I0271 Postmark mail	54

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## APPENDIX C

### TASK MODULES FOR CAREER LADDER JOBS

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## APPENDIX C

These task modules (TMs) were developed to illustrate the content of jobs by summarizing tasks performed in common by incumbents across the Information Management career ladder. These TMs were derived by the statistical clustering process in CODAP that identifies groups of related tasks and groups them together to form TMs. The process for identifying these related tasks is called coperformance. Coperformance assumes that if incumbents perform task A and task B, there is a high likelihood that these two tasks share common skills and knowledge and can be trained together. For example, if an individual performs one IM tasks, the probability is very high that he or she also will perform other similar tasks. Thus, the group of tasks can be considered a "natural group" of associated or related tasks (see TM 0001) below. CODAP calculates an index of co-performance for each task with every other task by examining the task performance patterns of all the survey respondents as a whole. The statistical clustering generally approximated these "natural groupings."

The title of each TM is our best estimate as to the general subject content of the group of tasks. These TMs are useful for organizing the task data into meaningful units and as a way to concisely summarize the extensive job data. However, TMs are only one way to organize the information. Other strategies may also be valid.

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+-----+  
          Listing of Task Statements  
+-----+

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0001 ST0313 - type, use copiers, and pick up administrative communications

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- 1 A0002 Assemble correspondence for signatures and dispatches
- 2 A0009 Coordinate administrative communications suspense
- 3 A0028 Maintain suspense files
- 4 A0031 Operate office copiers or fax machines
- 5 A0033 Pick up incoming or outgoing administrative communications
- 6 A0040 Review administrative communications
- 7 A0044 Type or keyboard administrative communications, other than letters, electronic messages, staff papers, or staff summary sheets
- 8 A0047 Type or keyboard letters, such as official memorandum or personal

---

0002 ST0349 - review/maintain files on offices of record

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- 1 A0022 Maintain files on offices of record
- 2 A0041 Review files maintenance and disposition plans

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0003 ST0198 - retrieve/maintain records, other than weight management, training, or supplies

---

- 1 A0027 Maintain records, other than publications distribution, weight management and fitness improvement, training, or equipment and supply records
- 2 A0039 Retrieve records

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0004 ST0146 - maintain/distribute forms and publications

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- 1 A0015 Distribute forms
- 2 A0016 Distribute publications
- 3 A0018 Establish publications requirements
- 4 A0019 Issue accountable forms
- 5 A0020 Issue nonaccountable forms
- 6 A0021 Maintain bulletin boards
- 7 A0023 Maintain form letters
- 8 A0024 Maintain form stock levels
- 9 A0026 Maintain publications distribution records
- 10 A0038 Process forms requisitions

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0005 ST0274 - brief personnel on business processes

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- 1 A0005 Brief patrons on use of publications libraries
- 2 A0006 Brief personnel on Privacy Act procedures
- 3 A0007 Brief personnel on records management procedures

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0006 ST0123 - handle printing and reproduction requests

---

- 1 A0013 Determine printing requirements
- 2 A0035 Prepare monthly office copier reports, such as usage, downtime, production, or cost
- 3 A0042 Review reproduction requests

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0007 ST0223 - conduct publication reviews

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- 1 C0074 Conduct annual reviews of publications
- 2 C0081 Maintain publications record sets

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0008 ST0247 - review/coordinate publications drafts or manuscript

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- 1 A0010 Coordinate publications manuscripts
- 2 A0017 Edit or review publications drafts or reprints

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0009 ST0141 - handle/retrieve records

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- 1 A0034 Prepare requests for retrieval of records
- 2 A0037 Process charge-outs or returns of records
- 3 A0043 Transfer records

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0010 ST0130 - collect/sort mail

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- 1 I0243 Breakdown mail
- 2 I0246 Collect mail from base mailboxes
- 3 I0285 Sort mail

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0011 ST0097 - authenticate G-series orders and other administrative orders

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- 1 A0004 Authenticate administrative orders, other than G-series
- 2 B0050 Authenticate G-series orders

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0012 ST0299 - work with computer files

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- 1 F0144 Create, modify, or delete directories, folders, or files
- 2 F0145 Format drives
- 3 F0152 Transfer files

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0013 ST0366 - install computer equipment and peripherals

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- 1 F0142 Connect peripherals, such as printers, scanners, or speakers
- 2 F0146 Install equipment, such as monitors, keyboards, CPUs, or mice
- 3 F0148 Install, modify, or remove applications software

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0014 ST0376 - install/configure internal components

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- 1 F0138 Configure internal components, such as network interface cards, memory chips, or sound cards
- 2 F0147 Install internal components, such as network interface cards, memory chips, or sound cards
- 3 F0155 Troubleshoot internal components, such as network interface cards, memory chips, or sound cards

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0015 ST0372 - use client or user profiles

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- 1 F0134 Add or delete clients or users
- 2 F0136 Change client or user profiles

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0016 ST0343 - handle supply or equipment problems

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- 1 L0379 Coordinate supply-related matters with appropriate agencies
- 2 L0380 Coordinate maintenance of equipment with appropriate agencies
- 3 L0383 Identify and report equipment or supply problems

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0017 ST0186 - conduct/schedule self-inspections or self-assessment

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- 1 J0295 Conduct self-inspections or self-assessments
- 2 J0296 Conduct staff assistance visits, inspections, or audits
- 3 J0306 Develop self-inspection or self-assessment program checklists
- 4 J0343 Schedule staff assistance visits, inspections, or audits

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0018 ST0265 - perform general supervision

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- 1 J0297 Conduct supervisory performance feedback sessions
- 2 J0299 Conduct supervisory orientations for newly assigned personnel
- 3 J0301 Counsel subordinates concerning personal matters
- 4 J0305 Determine or establish work assignments or priorities
- 5 J0308 Develop or establish work methods or procedures
- 6 J0309 Develop or establish work schedules

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- 7 J0312 Establish performance standards for subordinates
- 8 J0332 Interpret policies, directives, or procedures for subordinates
- 9 J0345 Supervise military personnel
- 10 J0348 Write performance reports or supervisory appraisals
- 11 J0350 Write recommendations for awards or decorations

---

0019 ST0263 - conduct training

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- 1 K0358 Conduct OJT
- 2 K0360 Determine training requirements
- 3 K0365 Evaluate personnel to determine training needs
- 4 K0369 Evaluate progress of trainees
- 5 K0372 Maintain training records or files
- 6 K0376 Schedule training

---

0020 ST0217 - evaluate training

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- 1 J0291 Assign personnel to work areas or duty positions
- 2 J0318 Evaluate job or position descriptions
- 3 J0321 Evaluate personnel for promotion, demotion, reclassification, or special awards
- 4 J0324 Evaluate work schedules
- 5 J0325 Evaluate workload requirements
- 6 J0347 Write job or position descriptions

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0021 ST0161 - initiate personnel actions or appraisals

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- 1 J0329 Indorse performance reports or supervisory appraisals
- 2 J0330 Initiate personnel action requests
- 3 J0331 Initiate actions required due to substandard performance of personnel

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0022 ST0139 - conduct/evaluate safety or security programs

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- 1 J0298 Conduct safety inspections of equipment or facilities
- 2 J0317 Evaluate job hazards or compliance with Air Force Occupational Safety and Health (AFOSH) program
- 3 J0322 Evaluate safety or security programs

4 J0339 Plan safety or security programs

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0023 ST0364 - determine/evaluated budget requirements

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- 1 J0302 Determine budget requirements
- 2 J0315 Evaluate budget requirements

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0024 ST0242 - evaluate layouts of facilities or equipment

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- 1 J0326 Evaluate layouts of facilities
- 2 J0327 Evaluate maintenance or utilization of equipment, tools, parts, supplies, or workspace
- 3 J0328 Evaluate procedures for storage, inventory, or inspection of property items
- 4 J0342 Plan layouts of facilities

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0025 ST0090 - plan/evaluate/write inspection reports

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- 1 J0316 Evaluate inspection report findings or inspection procedures
- 2 J0340 Plan self-inspection or self-assessment programs
- 3 J0346 Write inspection reports
- 4 J0351 Write replies to inspection reports
- 5 J0352 Write staff studies, surveys, or routine reports, other than training or inspection reports

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0026 ST0091 - develop training materials and plans

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- 1 K0355 Brief organizational personnel concerning training programs or matters
- 2 K0359 Conduct training conferences, briefings, or debriefings
- 3 K0363 Develop training materials or aids
- 4 K0364 Develop training programs, plans, or procedures
- 5 K0371 Maintain study reference files
- 6 K0373 Personalize lesson plans
- 7 K0374 Prepare job qualification standards (JQSSs)
- 8 K0375 Procure training aids, space, or equipment

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0027 ST0086 - evaluate training programs and requirements

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- 1 K0354 Assign formal course instructors or on-the-job training (OJT) trainers or certifiers
- 2 K0366 Evaluate training methods or techniques of instructors
- 3 K0367 Evaluate training requirements for instructors
- 4 K0368 Evaluate effectiveness of training programs, plans, or procedures
- 5 K0370 Inspect training materials or aids for operation or suitability

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0028 ST0104 - develop/conduct/score tests

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- 1 K0357 Conduct formal course classroom training
- 2 K0361 Develop formal course curricula, plans of instruction (POIs), or specialty training standards (STSs)
- 3 K0362 Develop performance tests
- 4 K0377 Write test questions

---

0029 ST0085 - plan/evaluate mobility, contingency or DP plans

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- 1 J0307 Develop inputs to mobility, contingency, disaster preparedness, or unit emergency or alert plans
- 2 J0310 Draft inputs for status of resources and training system (SORTS) program
- 3 J0320 Evaluate mobility, contingency, disaster preparedness, or unit emergency or alert plans
- 4 J0341 Plan deployments of equipment or personnel

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0030 ST0244 - plan/coordinate host-tenant or interservice agreements

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- 1 J0300 Coordinate host-tenant or interservice agreements with appropriate agencies
- 2 J0338 Plan host-tenant or interservice support requirements

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0031 ST0291 - process awards, decorations, or civilian appraisals

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- 1 G0186 Process unit military performance reports or civilian appraisals
- 2 G0190 Process unit recommendations for awards and decorations

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0032 ST0279 - schedule speakers and facilities for commander's call

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- 1 G0191 Schedule facilities for commander's calls or special briefings
- 2 G0192 Schedule speakers for commander's calls or special briefings
- 3 G0193 Set up equipment for commander's calls or special briefings

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0033 ST0181 - manage leave programs or in/out processing programs

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- 1 G0167 Maintain personnel information files (PIFs)
- 2 G0173 Manage unit leave programs
- 3 G0182 Perform in- or out-processing of unit personnel

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0034 ST0170 - manage weight and physical fitness programs

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- 1 G0158 Administer bodyfat testing programs
- 2 G0159 Administer ergometric cycle or fitness testing programs
- 3 G0170 Maintain weight management and fitness improvement records
- 4 G0171 Manage fitness programs
- 5 G0199 Weigh unit personnel

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0035 ST0149 - perform miscellaneous commander's support activities

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- 1 G0169 Maintain unit unfavorable information files (UIFs)
- 2 G0172 Manage subsistence-in-kind (SIK) programs
- 3 G0175 Manage unit-level individualized newcomer and treatment orientation (INTRO) programs
- 4 G0177 Monitor random urinalysis sample programs
- 5 G0185 Process requests for basic allowance for subsistence (BAS)
- 6 G0187 Process unit paperwork for reenlistment
- 7 G0188 Process unit promotion increment rosters
- 8 G0189 Process unit promotion testing rosters
- 9 G0195 Verify BAS rosters
- 10 G0196 Verify basic allowance for quarters (BAQ) rosters
- 11 G0197 Verify eligibility of members for good conduct medals
- 12 G0198 Verify eligibility of members for promotion

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0036 ST0187 - manage personnel status reports

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- 1 G0162 Consolidate unit personnel status report data
- 2 G0180 Monitor unit personnel status reports
- 3 G0183 Prepare unit personnel status reports

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0037 ST0365 - handle disciplinary actions and paperwork

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- 1 G0161 Assemble administrative discharge case files
- 2 G0164 Coordinate administrative discharges with military personnel flights (MPFs)

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0038 ST0199 - handle accountable or certified mail containers

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- 1 A0001 Annotate security forms for facilities or security containers
- 2 A0003 Assign accountable container numbers
- 3 A0008 Compare addresses on containers against receipts
- 4 B0052 Complete receipts for certified mail labels
- 5 E0108 Complete accountable container receipt forms
- 6 E0131 Sign receipts for accountable consolidated mail containers

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0039 ST0231 - handle classified documentation or materials

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- 1 E0112 Destroy classified documents, materials, or waste
- 2 E0119 Maintain classified documents or materials
- 3 E0124 Maintain accountability records for classified documents or materials
- 4 E0125 Mark classified documents or materials
- 5 E0127 Prepare receipts for classified documents or materials
- 6 E0129 Route classified documents or materials, other than top secret
- 7 E0132 Verify individuals' access to classified documents or materials
- 8 E0133 Verify receipt of classified documents or materials

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0040 ST0268 - deliver/route top secret documents or materials

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- 1 E0110 Deliver top secret materials or documents
- 2 E0130 Route top secret documents or materials within local activities

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0041 ST0142 - handle document security

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- 1 E0111 Designate security numbers and data on safes or vaults
- 2 E0113 Determine action offices for defense courier service (DCS) materials
- 3 E0116 Inform classified document originators concerning suspected discrepancies
- 4 E0120 Maintain code word and nickname records

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0042 ST0204 - maintain top secret requests or rosters

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- 1 E0104 Audit top secret registers
- 2 E0118 Inventory top secret documents or materials
- 3 E0121 Maintain consolidated rosters of top secret control officers (TSCOs)
- 4 E0123 Maintain top secret registers
- 5 E0128 Prepare top secret access records or cover sheets

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0043 ST0063 - handle/manage NATO classified documents or material

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- 1 E0102 Administer North Atlantic Treaty Organization (NATO) classified accounts
- 2 E0103 Annotate distribution on reproduced copies of classified documents or materials
- 3 E0105 Brief NATO classified control procedures
- 4 E0114 Distribute NATO classified documents or materials to distribution offices

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0044 ST0382 - make travel or billeting arrangements

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- 1 H0223 Make billeting arrangements
- 2 H0224 Make travel arrangements

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0045 ST0194 - prepare/determine/assist in official ceremonies

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- 1 H0207 Assist in official ceremony activities
- 2 H0212 Determine placement of flags at official functions
- 3 H0232 Prepare refreshments
- 4 H0233 Reserve conference rooms

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0046 ST0289 - prepare itineraries and sequences of events

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- 1 H0225 Notify hosts of acceptances or regrets
- 2 H0230 Prepare itineraries or sequence of events

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0047 ST0258 - establish/develop/mail guest lists or invitations

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- 1 H0213 Determine preferences of guests of honor
- 2 H0214 Develop dinner seating and table charts
- 3 H0215 Develop proposed guest lists
- 4 H0216 Establish dinner seating arrangements
- 5 H0217 Finalize guest lists
- 6 H0218 Mail guest invitations
- 7 H0221 Maintain guest lists
- 8 H0237 Write guest invitations
- 9 H0239 Write place cards

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0048 ST0326 - transport distinguished visitors

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- 1 H0206 Arrange for DV transportation
- 2 H0234 Transport DVs

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0049 ST0133 - coordinate morale and welfare and contingency funds

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- 1 H0209 Coordinate contingency funds with comptrollers
- 2 H0211 Coordinate special morale and welfare funds with Services

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0050 ST0253 - prepare/arrange distinguished visitors' security

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- 1 H0205 Arrange for distinguished visitor (DV) security
- 2 H0231 Prepare notification reports of DVs

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0051 ST0196 - wrap/order official gifts

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- 1 H0222 Maintain official gift inventories
- 2 H0227 Order official representational gifts
- 3 H0235 Wrap official gifts

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0052 ST0193 - investigate/evaluate accidents or incidents

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- 1 J0314 Evaluate accident or incident reports
- 2 J0333 Investigate accidents or incidents

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0053 ST0188 - maintain forms registers, logs, or files

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- 1 C0078 Maintain forms functional or numerical files
- 2 C0079 Maintain forms registers or logs

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0054 ST0164 - prepare requests for forms

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- 1 A0036 Prepare requests for approval or development of forms
- 2 C0067 Analyze requests for new or revised forms

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0055 ST0341 - brief OPRs on maintaining or establishing publications

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- 1 C0072 Brief offices of primary responsibility (OPRs) concerning procedures for establishing standard publications
- 2 C0073 Brief units or OPRs concerning maintenance of publications libraries

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0056 ST0240 - maintain publications or forms

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- 1 C0070 Assign publications numbers
- 2 C0076 Determine revision schedules of forms indexes
- 3 C0077 Determine revision schedules of publications indexes
- 4 C0083 Prepare forms indexes

5 C0085 Prepare publications indexes

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0057 ST0151 - prepare official or publishing bulletins

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1 C0084 Prepare official bulletins  
2 C0086 Prepare publishing bulletins

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0058 ST0155 - handle publications requisitions

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1 C0069 Assign customer account representative (CAR) numbers  
2 C0075 Conduct orientation briefings for CARs or alternates  
3 C0080 Maintain master local reproduction authorized (LRA) forms

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0059 ST0212 - handling FOIA requests

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1 D0088 Approve Privacy Act statements  
2 D0090 Brief OPRs concerning procedures for making Freedom of Information Act (FOIA) determinations  
3 D0092 Coordinate FOIA requests  
4 D0093 Determine FOIA request costs  
5 D0097 Maintain FOIA case files  
6 D0098 Maintain logs of requests for FOIA information

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0060 ST0073 - process/maintain/screen personal, personal register

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1 I0260 Maintain general delivery mail  
2 I0274 Process incoming personal registered mail  
3 I0275 Process outbound personal mail  
4 I0283 Screen general delivery mail

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0061 ST0189 - process/maintain official registered mail

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1 I0261 Maintain letters of designation for individuals authorized to pick up mail  
2 I0264 Maintain official registered mail  
3 I0273 Process incoming official registered mail

4 I0276 Process outbound registered mail

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0062 ST0264 - brief mail services

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- 1 I0244 Brief customers on special mail services
- 2 I0245 Brief units on mailing addresses
- 3 I0249 Determine mailability of parcels

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0063 ST0245 - handle bulk mail

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- 1 I0250 Direct personal bulk mail
- 2 I0251 Dispose of undeliverable bulk-rate mail of no value

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0064 ST0172 - handle pouch mail

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- 1 B0054 Deliver administrative communications using MDVs
- 2 B0061 Process registered pouches
- 3 B0063 Provide pouch services to local units

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0065 ST0243 - handle metered mail

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- 1 B0051 Calculate postage or mailing rates and fees
- 2 B0059 Perform operator checks of mail metering machines
- 3 B0064 Record mail metering machine readings
- 4 I0257 Load mail trucks
- 5 I0258 Maintain accountability of postal equipment
- 6 I0286 Verify postage meter readings

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0066 ST0273 - mark/sack mail

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- 1 H0232 Prepare refreshments
- 2 H0233 Reserve conference rooms

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0067 ST0138 - seal opened mail or return undeliverable mail

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- 1 I0240 Affix seals to personal mail found open
- 2 I0281 Return undeliverable bulk-rate mail to USPS

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0068 ST0125 - maintain nonregistered accountable parcels, personal registered mail/parcels

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- 1 I0263 Maintain nonregistered accountable parcels
- 2 I0265 Maintain personal registered mail
- 3 I0267 Maintain unit mail directories

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0069 ST0178 - secure areas for mail breakdowns

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- 1 I0247 Designate secure areas for mail breakdowns
- 2 I0254 Establish safeguards for registry items

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0070 ST0145 - handle base locator files or information

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- 1 I0259 Maintain base locator files
- 2 I0277 Provide base locator information

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0071 ST0058 - manage distribution and delivery mail program

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- 1 B0053 Coordinate calibration of postage scales with precision measurement equipment laboratories (PMELs)
- 2 B0055 Develop communications distribution schedules
- 3 B0056 Draft postal expenditure reports
- 4 B0057 Establish off-base dispatch schedules for delivery services, such as United Parcel Service (UPS), United States Postal Service (USPS), or Federal Express
- 5 B0058 Establish office symbols

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0072 ST0216 - handle lockboxes

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- 1 I0241 Assign lockboxes
- 2 I0242 Block unassigned lockboxes to prevent mispitching of mail
- 3 I0248 Determine eligibility for lockbox or general delivery services
- 4 I0256 Label lockboxes with numbers and names
- 5 I0262 Maintain lockbox number assignments
- 6 I0268 Perform lockbox maintenance, such as lubrication or combination changes

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0073 ST0036 - verify/seal mail serial numbers or registry seals

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- 1 I0255 Issue postage meters
- 2 I0284 Seal outbound registry mailbags
- 3 I0287 Verify postal truck registry seals
- 4 I0288 Verify serial numbers against bill numbers
- 5 I0289 Verify and date stamp mail for inbound personnel

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0074 GP0001 - type/keyboard/deliver administrative communications and staff summary sheets

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- 1 A0011 Deliver administrative communications using methods other than mobile distribution vehicles (MDVs)
- 2 A0048 Type or keyboard staff papers, such as background, point, position, or talking
- 3 A0049 Type or keyboard staff summary sheets
- 4 B0060 Prepare communications for distribution or delivery

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0075 GP0002 - troubleshoot equipment peripherals, systems securities, and applications

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- 1 F0135 Backup or restore drives
- 2 F0143 Create boot disks
- 3 F0149 Install, modify, or remove systems securities, such as passwords or screensavers
- 4 F0151 Perform initial workstation setups
- 5 F0153 Troubleshoot applications or operating systems software
- 6 F0154 Troubleshoot equipment, such as monitors, keyboards, CPUs, or mice
- 7 F0157 Troubleshoot peripherals, such as printers, scanners, or speakers

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0076 GP0003 - configure/troubleshoot network connectivity

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- 1 F0139 Configure peripherals, such as printers, scanners, or speakers
- 2 F0140 Configure workstations for network connectivity
- 3 F0141 Connect network cables to systems
- 4 F0156 Troubleshoot network connectivity

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0077 GP0004 - handle/inventory/request/document equipment, tools,

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- 1 L0382 Evaluate serviceability of equipment, tools, parts, or supplies
- 2 L0384 Initiate documentation to turn in excess or surplus property
- 3 L0385 Initiate requisitions for equipment, tools, parts, or supplies
- 4 L0386 Inventory equipment, tools, parts, or supplies

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0078 GP0005 - deliver/store/issue equipment

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- 1 L0387 Issue or log turn-ins of equipment, tools, parts, or supplies
- 2 L0391 Maintain organizational equipment or supply records
- 3 L0392 Pick up or deliver equipment, tools, parts, or supplies
- 4 L0394 Store equipment, tools, parts, or supplies

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0079 GP0006 - plan/conduct meetings or briefings

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- 1 J0294 Conduct general meetings, such as staff meetings, briefings, conferences, or workshops
- 2 J0335 Plan briefings, conferences, or workshops

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0080 GP0007 - determine/evaluated logistics and equipment requirements

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- 1 J0304 Determine or establish logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace
- 2 J0313 Establish procedures for accountability of equipment, tools, parts, or supplies
- 3 J0319 Evaluate logistics requirements, such as personnel, equipment, tools, parts, supplies, or workspace
- 4 J0336 Plan equipment or facility maintenance requirements

5 J0337 Plan equipment replacement programs

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0081 GP0008 - control safes, locks, and access to classified information

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- 1 E0106 Certify destruction of classified documents or materials
- 2 E0107 Change lock combinations on safes, vaults, or cipher locks
- 3 E0109 Conduct annual reviews of classified documents or materials
- 4 E0117 Inventory classified documents or materials, other than top secret
- 5 E0122 Maintain letters of authorization (LOAs) for classified document receipts
- 6 E0126 Prepare classified material access rosters
- 7 J0303 Determine security classifications for unit-generated documents
- 8 L0389 Maintain classified destruction equipment

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0082 GP0009 - arrange entertainment, speakers, and honor guards

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- 1 H0200 Arrange for entertainment
- 2 H0201 Arrange for guest speakers
- 3 H0202 Arrange for honor guards
- 4 H0238 Write letters of appreciation

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0083 GP0010 - control/manage records

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- 1 D0089 Assign control numbers to materials received at staging areas
- 2 D0091 Collect records release fees
- 3 D0094 Develop proposals for establishment of document storage and retrieval (DS&R) systems
- 4 D0096 Evaluate requisitions for micrographics equipment
- 5 D0099 Maintain staging areas
- 6 D0100 Post disposition actions on shipping lists
- 7 D0101 Review Federal Registers or Codes of Federal Registers

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0084 GP0011 - maintain parts and equipment

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- 1 L0381 Develop equipment checklists
- 2 L0388 Maintain benchstock parts or equipment levels

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0085 Tasks not referenced

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- 1 A0012 Destroy noncurrent records
- 2 A0014 Develop web pages
- 3 A0025 Maintain office supply stock levels
- 4 A0029 Monitor or update recall rosters
- 5 A0030 Operate audiovisual equipment
- 6 A0032 Perform anti-virus checks
- 7 A0045 Type or keyboard electronic messages using SARAH Lite
- 8 A0046 Type or keyboard electronic messages using methods other than SARAH Lite
- 9 B0062 Provide guidelines for correspondence preparation
- 10 B0065 Scan bar-coded mail shipments
- 11 C0066 Administer pamphlet or periodical programs
- 12 C0068 Approve computer-generated forms
- 13 C0071 Authorize forms reproductions
- 14 C0082 Prepare forms historical files on electronic storage media
- 15 D0087 Approve files maintenance and disposition plans
- 16 D0095 Evaluate publications or forms for records management compliance
- 17 E0115 Escort personnel into restricted or controlled areas
- 18 F0137 Conduct risk analyses
- 19 F0150 Manage workcenter electronic mail (e-mail) accounts
- 20 G0160 Administer ration card programs
- 21 G0163 Consolidate unit-level professional military education (PME) nominations
- 22 G0165 Identify no-shows for commander's calls
- 23 G0166 Issue base automobile decals
- 24 G0168 Maintain unit manning documents or unit personnel management rosters (UPMRs)
- 25 G0174 Manage unit personnel reliability programs (PRPs)
- 26 G0176 Monitor dependent care programs
- 27 G0178 Monitor traffic violation or incident reports
- 28 G0179 Monitor unit awards boards
- 29 G0181 Monitor unit quality force rosters
- 30 G0184 Process requests for advance housing allowances
- 31 G0194 Track status of personnel during recall exercises
- 32 H0203 Arrange for interpreters for foreign dignitaries
- 33 H0204 Arrange for mortuary escorts
- 34 H0208 Conduct tours
- 35 H0210 Coordinate services with foreign honor guards
- 36 H0219 Maintain expense accounts
- 37 H0220 Maintain function records of attendance
- 38 H0226 Order general officer or senior enlisted advisor (SEA) stationery
- 39 H0228 Post social calendars
- 40 H0229 Prepare after-action reports of DVs
- 41 H0236 Write escort cards

- 42 I0252 Establish mail pickup procedures
- 43 I0253 Establish safeguards for money orders
- 44 I0266 Maintain postal claims
- 45 I0269 Pitch mail in lockboxes
- 46 I0270 Post warnings or other notices in postal service center (PSC) lobbies
- 47 I0271 Postmark mail
- 48 I0272 Prepare registry balance sheets
- 49 I0278 Report postal offenses
- 50 I0279 Requisition postal supplies, other than stamps
- 51 I0280 Requisition stamps
- 52 I0282 Sack mail
- 53 J0290 Annotate time and attendance sheets for civilian employees
- 54 J0292 Assign sponsors for newly assigned personnel
- 55 J0293 Complete student evaluation forms or questionnaires, such as USAF Graduate Evaluation Program, graduate assessment surveys (GASs), or field evaluations surveys
- 56 J0311 Establish communications security (COMSEC) subaccounts
- 57 J0323 Evaluate suggestions
- 58 J0334 Participate in general meetings, such as staff meetings, briefings, conferences, or workshops, other than conducting
- 59 J0344 Supervise civilian employees
- 60 J0349 Write performance work standards (PWSs)
- 61 K0353 Administer or score tests
- 62 K0356 Complete student entry or withdrawal forms
- 63 K0378 Write training reports
- 64 L0390 Maintain precision measurement equipment (PME) calibration schedules
- 65 L0393 Review excess purchase rosters